

TWENTY-EIGHTH ANNUAL REPORT

1981-82

*PRESENTED TO THE ANNUAL MEETING OF THE
GENERAL BODY ON THE 23rd OCTOBER, 1982*



THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-11 00 02.

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TWENTY-EIGHTH ANNUAL RERORT 1981-82

INTRODUCTION

The Institute has completed twenty-eight years of its working. On appointment of Shri T.N. Chaturvedi as the Secretary to the Government of India, Shri P.R. Dubhashi took over as Director of the Institute with effect from September 7, 1981.

During the year 1981-82, the Institute in various ways, tried to play its role through its activities of research, training and consultancy and through a programme of publications, extension lectures, seminars and conferences.

Various research and consultancy assignments were completed during the year. Of these, mention may be made of the following :

- (i) A Study of Delegation of Powers in the Indian Railways.
- (ii) The Impact of Criminal Justice.
- (iii) Election to the Delhi Metropolitan Council, 1977.
- (iv) Evaluation of TRYSEM Scheme in Rajasthan.
- (v) Rehabilitation of Bonded Labour in Jabalpur (M.P.), Koraput (Orissa), and Monghyr (Bihar).
- (vi) Improving the Delivery System in Support of Small Farmers in the State of Tamil Nadu.
- (vii) Organisation and Management of Solid Wastes in Delhi.

A number of research and consultancy projects commissioned and/or sponsored by various ministries of the Government of India, state governments, municipal corporations, and public sector undertakings, etc., on various facets of administration are on hand. Some of these projects are :

- (i) Regulatory Administration of Private Corporate Sector in India.
- (ii) The Establishment of Data and Information System on Corporate Sector in India including Foreign Subsidiaries and Foreign Controlled Companies.
- (iii) Political Dimensions of Role of Multinational Corporations in India.
- (iv) Unit Cost of Creating a Job in Central Government : Its Employment—Multiplier Effect and Implications.

- (v) Rationalisation of System of Grants-in-aid for Voluntary Organisations.
- (vi) Review of the Strength of Officers and Staff in the Railway Board.
- (vii) Evaluation of TRYSEM Scheme in Rajasthan.
- (viii) Bench-Mark Study of Socio-economic Conditions and Growth Potential Drought Districts of West Bengal, Haryana and Jammu & Kashmir.
- (ix) Design and Implementation of Computer Based Financial Information System for Government of Gujarat.
- (x) Design and Implementation of Personnel Information System (Computer Based for Directorate of Primary and Secondary Education, Rajasthan).
- (xi) Nationalisation—As a Binding Option in India.
- (xii) Management Study of the Work of Headquarters and Regional Offices, Kendriya Vidyalaya Sangathan.
- (xiii) Designing of Management Information System for Industrial Development Corporation Ltd., Bhubaneswar.
- (xiv) Analysis of Organisation Work Procedure and Behavioural Forces and Policy in Central Board of Secondary Education.
- (xv) Concurrent Monitoring and Evaluation of TRYSEM in India, 1979-81.

Apart from these sponsored studies, the Institute has also undertaken on its own a number of research studies. Some of these are mentioned below:

- (i) Administrative Stress.
- (ii) Organisation and Management of Mental Hospital.
- (iii) Judicial Policy Formulation in India.
- (iv) Organisational Relationship and the Government Control of Public Enterprises in India.
- (v) Project Monitoring—Integration of Physical and Financial Resources of Project.
- (vi) Administrative and Social Development in India.
- (vii) Ecology and Administration in Kerala.
- (viii) Administration and Social Development in India.

It is also proposed to undertake annual administrative survey of the Indian Administration including the administrative changes and improvements at various levels, viz., at the centre, state and local governmental level.

TRAINING PROGRAMMES

During the year under report, the Institute apart from the 7th Advanced Professional Programme in Public Administration, organised twenty Management Orientation Programmes, seven Special Programmes, twelve Management Development Programmes and thirteen Sponsored Programmes which included Regional Programme on 'Administrative Planning and Implementation of Development

Programme' (organised by the U.N. Asian and Pacific Development Centre, Kuala Lumpur in collaboration with the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India and the Indian Institute of Public Administration from May 18—June 4, 1981).

The Institute's Centre for Urban Studies organised 9 programmes covering different aspects of urban development.

The number of participants who attended these programmes was 1395.

The Advanced Professional Programme in Public Administration entered in its 7th year. Thirty-one officers, two from Bangladesh and Jordan and 29 deputed by the ministries/departments of the Government of India and state governments, attended this programme. The participants visited Sri Lanka, Malaysia, Indonesia, Thailand as part of their study tour.

SEMINARS AND CONFERENCES

During the year, a number of high level seminars/workshops/symposium on significant aspects of administration were successfully conducted.

In celebration of the 92nd birth anniversary of Shri Jawaharlal Nehru, a symposium on the theme of 'Nehru and Administration' was held on November 14, 1981. The faculty members of the Institute and the participants of the APPPA participated in the symposium.

A national seminar on 'Development of Tertiary Sector in Rural Areas', sponsored by the Ministry of Rural Reconstruction, Government of India, was held on December 4-5, 1981.

A seminar on 'Work Motivation of Middle Level Executives in Delhi Administration' was organised on January 5, 1982. The seminar discussed the main findings arising out of the study on work motivation of the middle level executives of Delhi Administration conducted by the Institute.

A workshop on 'Job Evaluation' in collaboration with the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India was organised from February 8-11, 1982. The workshop comprised of two tiers. Mr. Ronald A. Packman, UNDP/ILO Advisor in Job Evaluation was associated with the workshop.

A seminar on 'Action-Research for Local Interventions' was organised during March 15-16, 1982 in which academics from other research institutions also participated.

A new feature during the year was a seminar, under the joint auspices of IIPA and the APPPA Alumni Association, on the theme of 'Harnessing Administrative System for National Development' on March 29, 1982, the day on which the IIPA was inaugurated by Shri Jawaharlal Nehru in 1954. It is proposed to mark March 29, the day on which IIPA was founded as Alumni Day every year from 1982 onwards commencing with this seminar.

A seminar on 'Role and Relevance of Public Services in a Democratic Context' was held during March 22-23, 1982. This seminar on a topical subject was attended

by a large number of administrators, serving and retired as well as distinguished academicians.

The two-day national seminar on 'Integrated Development of Small and Medium Towns' financed by the Union Ministry of Works and Housing and organised by the Institute's Centre for Urban Studies was held during March 18-19, 1982.

COMMITTEE ON CASE STUDIES

The Committee on Case Studies continued its activities under the guidance of Prof. M.V. Mathur as its Chairman and Shri P.R. Dubhashi, Director, IIPA as its Project Director. A workshop on Case Studies was planned (since held on April 22-24, 1982) for the benefit of case writers, case users and administrators. Our volumes on case studies continue to be popular among administrators and scholars. The work to prepare the 7th volume on case studies is in progress.

PUBLICATIONS

The Institute's quarterly journal, 'Indian Journal of Public Administration' continues to enjoy a world-wide reputation and is in great demand by the research institutions, public servants, teachers and students of public administration. The subject for the special number brought out in 1981 was 'Administration for the Disabled'.

Four issues of 'Nagarlok' were brought out during the year, all special numbers on different topics.

The Institute brought out the following publications :

- (i) Administration for the Disabled—Ed. T.N. Chaturvedi.
- (ii) Life Insurance in India : Perspectives in Social Security by R.M. Ray.
- (iii) Integrated Development of Small and Medium Towns—Ed. R.K. Wishwakarma.
- (iv) Civil Service and Personnel Administration : An Annotated Bibliography by Mohinder Singh and R.N. Sharma.

The Institute's Handbook 'IIPA in the Service of the Nation' briefly enumerating the activities and the achievements of the Institute was also brought out during the year.

REGIONAL AND LOCAL BRANCHES

Ten branches were visited by the Director during the year. On Director's visit, J & K Branch which was dormant for almost two decades was revived. Similarly branches at Belgaum and Dharwar also started functioning after the Director's visit.

A local branch of the Institute at Delhi was established during the year to serve as a forum for study and discussion of the local problems of public administration.

The regional/local branches continued to carry on the work and organise local programmes in furtherance of the goal of the parent institute. Some of the branches have expressed their willingness to undertake studies on the organisation of respective state governments.

EXTENSION LECTURES

Under our extension lectures programme, there were seven lectures during the year. These lectures were well received by a large enthusiastic and discriminating audience.

MEMBERSHIP FEE

Mention was made in the Annual Report for 1980-81 about the need to raise the annual membership subscription which was marginally raised from Rs. 25 to Rs. 30 with effect from January 1, 1976 in view of the constant rising prices. Since then, the postal rates have further gone up apart from the increase in the cost of material, like paper, stationery, etc. In order to meet part of the rising costs, the question of raising suitably the present rate of subscription needs to be considered. It is hoped that the members will extend their support.

The divisions of the Faculty are working out programmes of seminars/conferences for the year 1982-83 on subjects and themes of an inter-disciplinary nature. The Institute is also preparing a research perspective. This will cover several important areas of studies, such as comparative studies of all India problems of administration and the methods adopted by the various state governments in the field of development administration.

We hope that the activities of the Institute will gain further momentum in the years to come and the Institute will continue to play vital role in the furtherance of the cause of public administration.

A. ASSOCIATIONAL ACTIVITIES

A.1. TWENTY-SEVENTH ANNUAL MEETING OF THE GENERAL BODY

The Twenty-seventh Annual Meeting of the General Body was held on October 31, 1981, Shri M. Hidayatullah, Vice-President of India, and President of the Institute, presided. Shri Jagjivan Ram, Chairman of IIPA, also attended. He took over from Shri Hidayatullah who had to leave in mid-session due to some important work. Dr. B. Venkatappiah, Chairman of the Standing Committee, and Vice-President of the Institute proposed a vote of thanks to the President of the Institute.

The House approved the proceedings of the Twenty-sixth Annual Meeting of the General Body, held on October 12, 1980, and the Annual Report and the Annual Statement of Accounts for the year 1980-81. Messrs. Thakur, Vaidyanath Aiyar and Co., Chartered Accountants, were re-appointed as the Auditors for the year 1981-82.

Shri M. Hidayatullah, Vice-President of India, was elected unanimously President of the Institute for the year 1981-82.

A.2. THE EXECUTIVE COUNCIL

The Executive Council in its 146th Meeting held on October 31, 1981, unanimously elected Shri S.B. Chavan, Union Minister of Planning, as the Chairman of IIPA for a period of two years, 1981-83. The Council also placed on record its deep appreciation of the valuable contribution made and guidance given to the IIPA by the out-going Chairman, Shri Jagjivan Ram.

The Council re-elected Dr. B. Venkatappiah and Shri H.M. Patel as the Vice-Presidents of the Institute for a term of two years and elected Shri S.L. Khurana as the Vice-President for the same term.

The Council co-opted Shri A.C. Bandyopadhyay, Prof. R.S. Bhatt, Dr. L.M. Singhvi, Shri R.K. Trivedi, Prof. Kanti Swarup, IIPA and Shri M. Thyagarajan, IIPA, as its members for a period of one year. Later, the Council in its meeting, held on July 26, 1982, co-opted Prof. Iqbal Narain and Dr. N.R. Deshpande as its members till the date of the Annual General Meeting of the General Body in the year 1982.

In the meeting of the Executive Council held on May 28, 1981, the Executive Council condoled the sad and sudden demise of Dr. R.S. Arora, Member of the Standing Committee and the Executive Council, on May 11, 1981. The Council, in its meeting, held on July 18, 1981 co-opted Shri K.P. Medhekar against the above vacancy.

Dr. Ram K. Vepa having gone abroad tendered his resignation from the membership of the Executive Council. In the meeting of the Council, held on July 18, 1981, Shri Mohan Mukerji was co-opted as a member.

The Council also co-opted the chairmen of the: (1) Punjab, Haryana and

Chandigarh, (2) Rajasthan, and (3) Tamil Nadu regional branches as its members for a term of one year.

The Executive Council met six times during the year.

RECONSTITUTION OF COMMITTEES

The Executive Council reconstituted its various committees, the details of which are given below.

Standing Committee

1. Dr. B. Venkatappiah (Chairman)
2. Shri T.N. Chaturvedi
3. Shri M.K. Chaturvedi
4. Shri B.B. Jindal
5. Shri G.C.L. Juneja (Treasurer)
6. Prof. Shanti Kothari
7. Shri B.C. Mathur
8. Prof. M.V. Mathur
9. Dr. V. Subramanian
10. Prof. M.J.K. Thavaraj
11. Shri P.R. Dubhashi (Director and Member-Secretary)

It met four times during the year.

Academic Committee

1. Shri P.R. Dubhashi (Chairman)
2. Prof. Ramesh K. Arora
3. Prof. M. Bhattacharya
4. Prof. Shanti Kothari
5. Dr. B.D. Sharma
6. Prof. S.K. Sharma
7. Shri M. Subramanian
8. Prof. K. Seshadri

Advisory Committee for Centre for Urban Studies

The Committee, reconstituted by the Executive Council, was as below :

1. Union Minister for Works & Housing (Chairman, *ex-officio*)
2. Minister of State for Works & Housing (Vice-Chairman, *ex-officio*)
3. Secretary, Ministry of Works & Housing (Member, *ex-officio*)
4. Commissioner, Municipal Corporation of Delhi (Member, *ex-officio*)
5. Chairman-cum-Managing Director, HUDCO (Member, *ex-officio*)
6. Joint Secretary, Ministry of Works & Housing (Member, *ex-officio*)
7. Vice-Chairman, Delhi Development Authority (Member, *ex-officio*)

8. Prof. M. Bhattacharya
9. Shri M.K. Chaturvedi
10. Prof. M.V. Mathur
11. Prof. Asok Mitra
12. Prof. D.P. Singh
13. Prof. A. Datta
14. Shri P.R. Dubhashi, Director, IIPA and CUS and Member-Secretary.

The Editorial Board, the Case Study Committee and the Screening Committee for admission of new members, etc., were constituted as under :

Editorial Board

1. Shri T.N. Chaturvedi (Editor)
2. Dr. N.H. Atthreya
3. Prof. C.P. Bhambhri
4. Prof. M. Bhattacharya
5. Shri P.R. Dubhashi
6. Prof. Shanti Kothari
7. Prof. M.A. Muttalib
8. Shri Mohan Mukerji
9. Dr. B.D. Sharma
10. Prof. K. Seshadri

Committee on Case Studies

1. Prof. M.V. Mathur (Chairman)
2. Prof. M. Bhattacharya
3. Prof. A. Datta
4. Dr. Kamla Chowdhry
5. Prof. S.R. Maheshwari
6. Shri M. Subramanian
7. Dr. V. Subramanian
8. Shri B.B. Jindal
9. Shri P.R. Dubhashi, Director, IIPA (Project Director)

Screening Committee for Admission of New Members

1. Prof. Shanti Kothari
2. Shri B.C. Mathur

Planning and Advisory Committee

The Planning and Advisory Committee for the year 1981-82 was constituted by the Director with the following members :

Director
 Coordinators of all Divisions

Course Director, APPPA
 Smt. Shanta Kohli-Chandra
 Shri G. Jha
 Shri J.C. Kapur
 Shri B.M. Naik
 Dr. R.B. Puri

A.3. MEMBERSHIP

During the year, 1037 new members were admitted to the Institute : (890 ordinary; 109 life; 18 corporate and 20 associate). One hundred and fifteen ordinary members compounded their subscription for life membership. Six ordinary and three corporate members resigned. Four ordinary and three life members expired.

The names of 519 ordinary members and 9 corporate members whose subscription fell in arrear for more than two years, *i.e.*, since 1980 were removed from the rolls of the Institute, under Rule 35 (1) of the Rules of the Institute.

	1980-81	1981-82
Ordinary	2,694	2,940
Life	1,312	1,533
Corporate	193	199
	<hr/>	<hr/>
TOTAL	4,199	4,672
	<hr/>	<hr/>

The number of associate members stood at 19.

A 4. TWENTY-FIFTH ANNUAL CONFERENCE OF THE MEMBERS

The Twenty-fifth Annual Conference of the Members of the IIPA was held on November 1, 1981. The theme for the Conference was 'Public Distribution of Essential Commodities in India : Objectives, Policies and Implementation'. Prof. M.V. Mathur, Vice-President of the Institute, presided over the Conference in the first session and Shri A.K. Majumdar, Secretary of the Department of Civil Supplies, Ministry of Civil Supplies, Government of India, in the second session. The Conference was attended by 145 members.

The theme paper of the Conference was contributed by Prof. Kamta Prasad. Papers contributed by seventeen members were circulated. Besides, thirteen members presented their papers at the Conference. In addition, the material on : (1) Public Distribution of Essential Commodities in Kerala, (2) Rural Consumer Scheme (sponsored by National Cooperative Development Corporation), and (3) Strengthening of the Public Distribution System : Gujarat State Civil Supplies Corporation was circulated.

A.5. ESSAY COMPETITION

The following topics were prescribed for the Essay Competition for 1981 :

1. Administrative Innovations in India
2. Administrative Aspects of Ecological Balance (with special reference to Pollution Control)
3. Administration for Tribal Development in India
4. National Integration : Administrative Aspects
5. Administration of Sixth Five Year Plan

In all, twelve essays were evaluated by a Committee of Judges comprising : (1) Prof. P.C. Mathur, (2) Dr. B.D. Sharma, (3) Prof. J.S. Bains, and (4) Shri P.R. Dubhashi, Director, IIPA.

On the basis of the evaluation made by the Judges, three second prizes of Rs. 500 each were awarded to the following persons for their essays mentioned against each :

1. Shri C.N.S. Nair, IAS, D-808, Curzon Road Apartments, New Delhi, for his essay on 'Administration of the Sixth Five Year Plan'.
2. Shri Lal Mani Prasad, Rangtu Villa, At Karamtoli, P.O. Morabadi, Ranchi, for his essay on 'Administration for Tribal Development in India'.
3. Shri M.V. Prabhudesai, D-11, Petrochemicals Township, Baroda, for his essay on 'Administrative Aspects of Ecological Balance (with special reference to Pollution Control)'.

The Committee did not find any of the essays suitable for the award of the first prize of Rs. 1500.

In order to ensure better participation in the Annual Essay Prize Competition and for improving the standard of the essays, the Executive Council of the Institute, in its meeting, held on the February 26, 1982, enhanced the value of the first prize from Rs. 1500 to Rs. 2000 and that of two second prizes from the existing Rs. 500 each to Rs. 1000 each.

A.6. REGIONAL AND LOCAL BRANCHES

A local branch for Delhi was set-up on February 2, 1982. Another local branch was established at Dindigul on November 1, 1981. With these, the number of regional and local branches at the close of the year stood at 14 and 26 respectively.

A meeting of the chairmen, and honorary secretaries of the regional and local branches was held on October 31, 1981. Shri P.R. Dubhashi, Director, IIPA, presided over the meeting. The following regional/local branches were represented—Andhra Pradesh, Kerala, Maharashtra, Rajasthan, Tamil Nadu, Uttar Pradesh,

West Bengal, Dindigul, Imphal, Patiala, Patna, Pune, Ranchi and Santhal Pargana.
Some of the important suggestions made at the meeting are :

1. A viable branch should have active membership, meet regularly, and conduct programmes of interest to members.
2. The Director and the Faculty members could also visit the branches and address the members. The members of the Executive Council may also visit the branches and provide guidance.
3. The branches should arrange seminars or discussions on the topics of contemporary significance.
4. The regional branch should undertake the research studies on 'Organisation of the State Governments'.
5. The secretarial assistance, space and furniture, etc., need to be provided to the branches for their smooth running. Possibility of procuring office accommodation in the secretariats of the state governments or in the campus of the universities needs to be explored by the branch.
6. Requests for special grants for organising training programmes/workshops by the branches need to be considered by the headquarters.
7. Information about the visitors from abroad to the IIPA should be furnished to the branches so as to enable them to arrange their programmes at the headquarters of the branches.
8. Need was stressed for greater coordination between the regional and local branches for mutual benefits. Local branches should be associated with the activities of the regional branches.
9. Office bearers of the local branches may be considered for appointment as member(s) to the executive committees of the regional branches. Funds should also be placed at the disposal of local branches by the regional branches.
10. State governments may be approached to provide maintenance grants to the branches.
11. The headquarters may consider undertaking responsibility of selling the periodicals brought out by the branches.
12. Non-members may also be invited to the meetings/programmes arranged by the branches.
13. The possibility of sending material to the branches which is circulated by the headquarters at various training programmes may be considered.
14. Facility of inter-library loans of books may be extended in the area of regional/local branches.
15. The discussions/programmes on the subjects of interests to the local people should be arranged by the branches.
16. Two meetings of the office-bearers of the branches should be held in a year and the office-bearers of the branches paid TA/DA for attending the meeting.
17. Assistance of the branches should be sought in the matter of renewal of

subscriptions by the member.

18. State governments should be approached to enrol themselves as corporate members of the Institute.
19. Annual membership subscription may be revised.

Financial assistance amounting to Rs. 97,243 was paid to the regional/local branches during the year for carrying out their programmes/activities. This amount also includes 50 per cent share of the subscription of the members of the branches and 50 per cent interest accruing on life membership capital fund.

The activities pursued by the regional and local branches during the year under report are given below.

A.6.1. REGIONAL BRANCHES

Andhra Pradesh

Chairman	: Shri A. Krishnaswamy
Honorary Secretary	: Shri M.V.S. Prasada Rau
Membership	: Ordinary 16 Life 95 Corporate 7

The members of the branch met on September 15 and 28.

In the first meeting, Shri S.K. Nathan, Chief General Manager, State Bank of India, Hyderabad, spoke to the members on: (i) 'Management Perspectives—The Dilemma of Top Management Levels', and (ii) 'My Days in the Imperial Bank of India—The Transition to State Bank and the Era of Nationalised Banks'. Shri M.R. Pai, IAS, Commissioner, Andhra Pradesh Institute of Administration, Government of Andhra Pradesh, Hyderabad, presided over the meeting.

In the second meeting, which was held under the joint auspices of the Indian Institute of Public Administration and the Indian Administrative Service Association of Andhra Pradesh, Shri M.V. Narayana Rao, IPS, Director-General of Police, Andhra Pradesh, spoke to the members on the following two topics: (i) 'Management Perspective in Police Administration', and (ii) 'My 33 Years in Public Service'.

Shri B.R.K. Sastry, IAS, Commissioner of Survey, Settlements and Land Record, Government of Andhra Pradesh, and President of the Indian Administrative Service Association of Andhra Pradesh presided over the second meeting.

The branch organised a meeting of its members on January 4. Shri P.S. Santhanakrishnan, Managing Director, State Bank of Hyderabad, spoke on: (i) 'Recent Trends in Management of Public Sector Undertakings', and (ii) 'The Role of Public Sector Banks in the Indian Economy'. Shri A. Krishnaswamy, IAS (retd.), chairman of the branch, presided over the meeting.

On December 19 also, the branch, in collaboration with Indian Administrative Service Association of Andhra Pradesh, organised a lecture meeting at Hyderabad. Shri Alladi Kuppaswamy, Chief Justice of Andhra Pradesh High Court, spoke on 'Equality Before Law'. Shri B.R.K. Sastry, President of the

Association and Commissioner of Survey, Settlements and Land Records of Andhra Pradesh presided.

Gujarat

Chairman	: Shri Chinubhai Chimanbhai Sheth
Honorary Secretary	: Shri P.N. Mittal
Membership	: Ordinary 34 Life 28 Corporate 11

The branch arranged the following lecture meetings and discussions :

- (i) 'Fowers of Search and Effective Tax Administration' — Shri C.N. Vaishnav, Commissioner of Income Tax, Ahmedabad.
- (ii) 'The State of Our Administrative Machinery to-day in the context of the Tasks It is Called Upon to Perform'—Shri H.M. Patel.
- (iii) 'Computerisation of Financial Systems in Government'—Shri R.K. Sachdeva, IIPA.
- (iv) 'Hospital Administration'—Dr. Shanti Lal Mehta, formerly of Jaslok Hospital, Bombay.

Shri P.R. Dubhashi, Director, IIPA, met the office-bearers and members of the branch on December 8, 1981 and discussed the manner in which the activities of the branch could be further developed.

Kerala

Chairman	: Shri G. Bhaskaran Nair, IAS (retd.)
Honorary Secretary	: Shri V.U.K. Nambissan, Retd. Addl. Secretary to Government of Kerala
Membership	: Ordinary 153 Life 35 Corporate 12

The research project on 'Plan Implementation at State level with special reference to Agriculture Development Programmes during the Fifth Plan Period' was taken up with Dr. K. Raman Pillai, Professor of Political Science, Kerala University as Director. The survey work of the project has been completed.

The branch organised a seminar on 'Social Security Programmes' in Kerala on February 5, 1982. Seventy-five delegates including 50 members of the branch participated in the seminar. Shri P.R. Dubhashi, Director, IIPA presided.

Shri Dubhashi also addressed the members and stressed the need for an action programme of the regional branch and suggested programmes which could be taken up by the branch.

The Government of Kerala have increased the annual recurring grant to the branch from Rs. 3000 to Rs. 5000 from 1981-82.

The library of the branch continues to function as a separate unit in the Secretariat Central Library.

Madhya Pradesh

- Chairman : Shri G. Jagathpathi, Chief Secretary, Government of Madhya Pradesh
- Honorary Secretary : Shri K.K. Sethi, C/o Shri O.P. Mehra, Secretary, Government of Madhya Pradesh, Separate Revenue Department, Bhopal.
- Membership : Ordinary 95 Life 45 Corporate 7

The branch continued to receive support from the state government by way of annual recurring grant of Rs. 15,000.

The branch associated with the District Development Committee, Morena, to organise a seminar on 'Responsive Administration and Development' wherein faculty from the Indian Institute of Public Administration, Commissioner, Hoshangabad Division, Chambal Division and Gwalior Division besides a large number of non-officials participated.

Maharashtra

- Chairman : Shri P.D. Kasbekar, Former Chief Secretary to the Government of Maharashtra now Director, National Institute of Bank Management, Bombay.
- Honorary Secretary : Shri R.C. Iyer, Secretary, General Administration Department, Government of Maharashtra
- Membership : Ordinary 249 Life 243 Corporate 35

During the year 1980-81, the branch arranged the following talks :

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
15.10.81	Shri M.S. Kasbekar Commissioner of Police, Bombay	Problems of Urban Police
9.11.81	Dr. P.M. Kamath Reader, Department of Civics & Politics, Bombay University	The Making of American Foreign Policy.
28.12.81	Dr. Rashmothayur	The Energy Problem with special reference to Developing Countries.
9.3.82	Dr. P.J. Deoras Retired Head of the Department of Entomology, Haffkine Institute	The USA through the Eyes of an Ecologist

A Book Presentation Programme in two sessions was held. Prof. S. G.

Kashikar presented the book 'The Third Wave' by Alvin Toffler on February 2, 1982. Shri B.B. Paymaster, Former Chief Secretary to the Government of Maharashtra, presented the book 'Administrators in Mixed Polity' by Prof. Jayant Kumar Ray.

The branch organised three training programmes on 'Office Management' for the Maharashtra Housing and Area Development Authority (MHADA)—one for officers and two for supervisors. Each programme was of twelve lectures and covered topics like Office Organisation, Work Simplification, Work Measurement, Records Management, Supervisory Psychology, etc.

The Government of Maharashtra had entrusted to the regional branches a research programme for the study of the socio-economic impact of development programmes in tribal areas of Jawhar and Mokhada blocks in the Thane district. The study was completed during the year.

The special silver jubilee number of the Public Administration was released by the then Chief Minister, Shri A.R. Antulay at the last Annual General Meeting of the branch held on June 29, 1981. The issue included articles on various aspects of public administration by eminent administrators like, Shri Dharma Vira, Shri L.K. Jha, Shri B. Sivaraman, Shri V. Iswaran, Shri B.B. Paymaster and Shri R.S. Bhatt. The issue also included the address of the Prime Minister to the Ninth Joint Conference of Officers of the C.B.I. and the State Anti-Corruption Agencies.

During the year 1982-83, which has been declared as the 'Productivity Year', the branch proposes to bring out a special issue of the Public Administration on 'Productivity in Government/Semi-government Organisations'.

The branch had conducted Essay Prize Competition. The prizes were awarded to the following persons : Ist Prize (Rs. 750)—Shri Ramanand Tiwari, Managing Director, Marathwada Development Corporation, and Second Prize (Rs. 500)—Shri M. Umapathy, Lecturer, Mysore University, for their essays on 'Can Bureaucracy Ever Succeed as a Developmental Agency ?'

During the year under report, 199 books were added to the library of the regional branch, taking the total number of books to 5529. The branch also subscribed to 20 Indian and foreign periodicals on public administration and related subjects as well as periodicals of general interest. The branch also received complimentary copies of 8 periodicals.

Rajasthan

- | | |
|--------------------|--|
| Chairman | : Shri M.M.K. Wali, Chief Secretary, Government of Rajasthan. |
| Honorary Secretary | : Shri M.L. Mehta, Director, HCM State Institute of Public Administration, Jaipur. |
| Membership | : Ordinary 121 Life 41 Corporate 6 |

The branch has a Programme Committee to advise the Executive Committee in the formulation of various programmes and research plans. Shri Mohan Mukerji

is the Chairman and Prof. Ramesh K. Arora is the Secretary. Others members of the Committee are: Shri M.L. Mehta, Shri Anil Kumar, Shri P.C. Mathur, Shri N.K. Verma and Dr. Jagdish C. Kukar.

During the year under report, the branch organised the following lectures

<i>Date</i>	<i>Subject</i>	<i>Speaker</i>
17.8.81	Managing Your Manpower Including Environment	Shri Harinder Singh
21.2.82	Development of Human Resources	Shri H.S. Dubey, Lt. Governor, Arunachal Pradesh

Besides the above, the branch organised the following courses:

1. 12th Course on Human Relations (June 22-25, 1981)
2. 13th Course on Human Relations (August 11-14, 1981)
3. 14th Course on Human Relations (December 29, 1981/January 1, 1982)
4. 15th Course on Human Relations (February 18-22, 1982)

The branch organised a three-day seminar on 'Administrative Reforms in Rajasthan: Retrospect and Prospect' from July 2-4, 1981. It was attended by over 100 senior administrators, academicians and retired civil servants. Mr. Justice P.D. Kudal, President of the branch, presided over the valedictory session and Shri M.M.K. Wali, Chief Secretary to the Government of Rajasthan, delivered the valedictory address. Shri Mohan Mukerji directed the seminar and Prof. Ramesh K. Arora was the seminar coordinator.

The branch, in collaboration with the Centre for Administrative Change, organised a two-day seminar on 'The Role of Administrative System in National Integration' on December 10-11, 1981. Among the resource persons of the seminar were: Shri M.M.K. Wali, Prof. M.V. Mathur, Shri Mohan Mukerji, Prof. K. Seshadri, S/Shri R.S. Bhatt, V.D. Sharma, M.L. Mehta and S. Advhiappa. Prof. Ramesh K. Arora directed the seminar.

The branch brought out a volume on 'Administrative Innovations in Rajasthan' edited by Shri Mohan Mukerji to mark the 25th anniversary of the founding of the IIPA. Besides, a report on the DPAP seminar and the proceedings of the seminar on 'Administrative Reforms in Rajasthan' were also brought out by the branch.

Tamil Nadu

Chairman	: Shri V. Karthikeyan, Chairman, State Planning Board, Madras
Honorary Secretary:	Shri A.M. Swaminathan, Directorate of Agriculture, Madras
Membership	: Ordinary 217 Life 55 Corporate 4

The branch arranged the following programmes during the year:

1. Lecture meeting on 'Police Administration' by Thiru Justice N. Krishnaswamy Reddy on August 28, 1981.
2. Seminar on 'Housing and Urban Development' on September 20, 1981.
3. Lecture on 'Planning' by Shri R.N. Haldipur, the then Lt. Governor of Pondicherry, on December 30, 1981.
4. Lecture meeting on 'Central Budget of 1982' by Dr. R.M. Honavar, Director, Institute of Financial Management and Research, on March 2, 1982.

Prof. M.V. Mathur, Vice-President of IIPA, New Delhi, visited the branch on January 6, 1982, and discussed affairs of the branch with its office-bearers.

Shri P.R. Dubhashi, Director, IIPA, New Delhi, met the Executive Committee on March 2, 1982, and discussed the new programmes to be undertaken by the branch.

Uttar Pradesh

Chairman	: Dr. J.D. Shukla
Honorary Secretary	: Shri T.N. Dhar
Membership	: Ordinary 149 Life 81 Corporate 9

The branch organised a colloquium on 'Human Rights and the Government' in October, 1981.

A meeting of the branch members was also held on December 21, 1981. Shri T.S. Grewal, Formerly Director (Studies) at Institute of Chartered Accountants of India, spoke on 'Role of Finance in Management'.

West Bengal

Chairman	: Shri A.K. Sen, Chief Secretary, Government of West Bengal
Honorary Secretary	: Shri A.C. Banerjee, O & M Officer, and <i>Ex-officio</i> Deputy Secretary, Government of West Bengal
Membership	: Ordinary 99 Life 43 Corporate 9

The branch, with the cooperation of the academics of Calcutta University, has started compilation of a volume entitled: 'Organisation of the Government of West Bengal'. The branch is already bringing out its newsletter since 1980

West Coast, Panaji (Goa)

Chairman	: Shri K.C. Johorey, Chief Secretary, Goa Administration
Honorary Secretary	: Shri J.P. Singh, Director of Education and <i>Ex-officio</i> , Addl. Secretary, Government of Goa

Membership : Ordinary 24 Life 12 Corporate 3

The following lectures were arranged by the branch during the year :

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>	<i>Chairman</i>
9.9.81	Shri N.S. Saxena, Member, U.P. S.C., New Delhi	'India 2000 AD -- Role of Public Service'	Shri K.C. Johorey, Chief Secretary, Goa Administration
23.9.81	Dr. S.Z. Quassim, Secretary to the Government of India, Department of Environ- ment	'Environmental Planning'	-do-
19.10.81	Shri K. Saigal, Addl. Secretary to Government of India, Cabinet Secretariat, New Delhi	'Organisations for Managing Multi-Agency Operations'	-do-
29.10.81	Dr. I.G. Patel, Governor, Reserve Bank of India	'Inflationary Trends in Indian Economy.'	Shri Partap Singh, Chief Minister of Goa, Daman & Diu
4.11.81	Shri T.N. Chaturvedi, Secretary to the Government of India, Ministry of Home Affairs	'Development Perspectives and Imperatives'	Shri K.C. Johorey, Chief Secretary Goa Administration
28.11.81	Dr. Sen Gupta, Joint-Secretary Department of Economic Affairs, Ministry of Finance, and Director of the Unit Trust of India	'Administration and Control of Economic Activi- ties'	Sh. K.C. Johorey, Chief Secretary, Goa Administration
16.1.82	Shri L.L. Mehrotra, Ambassador of India, Argentina	'Current International Affairs: An Overview'	Shri K.C. Johorey, Chief Secretary, Goa Administration
4.2.82	Shri K. Natwar Singh, High Commissioner of India in Pakistan	'Indo-Pak Relations'	-do-

A colloquium was arranged by the branch on February 12, 1982, Shri Prakash Tandon, President, Board of Governors, National Council of Applied Economic Research, New Delhi, gave a talk on 'International Trade in the Eighties'. Shri K.C. Johorey, Chief Secretary, Government of Goa, Daman and Diu, presided. The branch also arranged screening of VTR films entitled 'The Cities' and 'Man in the Environment' on February 18, 1982 for its members and others.

Other regional branches were: Karnataka, Pondicherry, Orissa and Punjab, Haryana and Chandigarh.

A.6.2. LOCAL BRANCHES

Delhi

Chairman	: Shri S. D. Srivastava, Chief Secretary, Delhi Administration
Honorary Secretary	: Shri S. R. Sharma, Secretary, Administrative Reforms, Delhi Administration, Delhi
Membership	: Ordinary 464 Life 427 Corporate 20

At the invitation of the Director, IIPA, a meeting of the local members of the IIPA was convened. Shri S.L. Khurana, Lt. Governor of Delhi, opened the branch on February 2, 1982. The general body of the branch adopted a resolution to this effect and also the bye-laws of the branch. An *ad-hoc* committee comprising of Shri S. L. Khurana as President, S/Shri S.D. Srivastava and M.V. Desai as Vice-Presidents and Shri S.R. Sharma as Secretary was appointed to carry out day-to-day work of the branch.

Director P.R. Dubhashi while welcoming the members mentioned that the regional and local branches play an important role in fulfilling IIPA's objectives and an initiative to set up Delhi branch was taken in view of the demand voiced in the general body meeting of the IIPA and the need for a forum for study and discussion of the local problems of public administration.

Among those who addressed the general body, besides Shri S.L. Khurana and Director Dubhashi, were Prof. M.V. Mathur and Shri S.D. Srivastava. The general body was attended by over 280 members.

Dindigul

President	: Dr. T.C.S. Veeramani
Honorary Secretary	: Shri A.K. Serumali
Membership	: Ordinary 25 Life 1 Corporate

The branch was inaugurated on November 1, 1981, by Shri V. Karthikeyan, Chairman, State Planning Commission, Tamil Nadu, and Chairman, IIPA's Tamil Nadu Regional Branch.

Manipur (Imphal)

- Chairman : Shri D.N. Barua, Chief Secretary to the Government of Manipur
- Honorary Secretary : Dr. R.P. Singh, Senior Lecturer, D.M. College of Art & Commerce, Imphal
- Membership : Ordinary 24 Life 19 Corporate 2

The branch arranged a meeting on September 13, 1981, and discussed the organisational matters and decided to have a membership drive and an office-cum-library room, located in a central place. In the second meeting, held on December 16, 1981, the branch elected its new executive committee and heard the deliberations of Shri D.N. Barua, Chief Secretary to the State Government and Shri Ranbir Singh, Former Director of Jawaharlal Nehru University Centre, Imphal, regarding the role of the IIPA in the context of present disturbed conditions in and around Imphal. The branch has taken up the work of compilation of a monograph on organisation of the Government of Manipur and it is expected to be completed by October 1982.

Jammu-Srinagar

- Chairman : Shri S.N. Bajpe, Post Master General, J & K Circle, Srinagar
- Honorary Secretary : Shri Veera Aivalli, Commissioner of Vigilance J & K Government, Srinagar/Jammu
- Membership : Ordinary 32 Life 14 Corporate

The branch organised the following lectures during the year

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
26.12.81	Shri A.K. Nagpal, Project Director, Institute of Medical Sciences, Srinagar	Health Project Planning, Institute of Medical Sciences, Srinagar
11.1.82	Brig. Gurinderjit Singh D.I.G., B.S.F., Jammu	The Insurgent Movement in India
23.1.82	Shri M.H. Jowher, Manager, Bombay Mercantile Coopera- tive Bank Ltd., Srinagar	Limitations of Bankers as Lenders
27.2.82	Shri Omar Jan, District Development Commissioner, Srinagar	Single Line Administration in Srinagar

Date

Speaker

Subject

16.3.82

Shri M. Rahman
Secretary to Government
of J & K, Industries
& Commerce Department,
Jammu

The Problems of
Economic Growth of
J & K

Nagpur

Chairman : Dr. N. R. Deshpande
Honorary Secretary : Dr. R.D. Mohota
Membership : Ordinary 20 Life 1 Corporate 1

Shri P.R. Dubhashi, Director, IIPA addressed a meeting organised by IIPA Nagpur Local Branch in which nearly 50 government officers attended. The functions and activities of the IIPA were explained to the invitees.

1982 is being observed as a 'Year of Productivity'. During Director's visit to Nagpur, he had a meeting with the members of the local branch and other officers, when it was decided that under the auspices of the local branch, a study would be undertaken of the norms of productivity in various departments, the actual performance, and the measures that need to be taken to raise performance to meet the productivity norms. Following it up, Director Dubhashi addressed a letter on January 21, 1982, to the regional and local branches of the IIPA suggesting that they undertake similar studies on norms of productivity in departments of their respective administrations.

Patna

Chairman :
Honorary Secretary : Shri J.K.P. Sinha, Deputy Commissioner of Commercial Taxes, Patna
Membership : Ordinary 44 Life 29 Corporate 1

A meeting of the members was held on May 2, 1981, with Shri P.P. Nayar, the then Chief Secretary to the Government of Bihar, in the chair. The discussions were held on 'The Problems of Public Distribution System with special reference to Bihar'. Another meeting was held on September 5, 1981, under the chairmanship of Shri P.P. Nayar. The discussions were held on 'The Problems of Afforestation Plan for the State'. The need to arrest deforestation in South Bihar and its ways and means were highlighted.

The branch also arranged a meeting of the members on November 28, 1981. Shri C. Dayal, Chairman, Bihar State Industrial Development Corporation, was in the chair. The matters relating to publication of 'The Bihar Journal of Public Administration' were finalised. A lively discussion was also held on the paper of Dr. K.K. Dutta, Ex-Vice-Chancellor, Magadh University, and Patna University

on 'Politics and Public Administration'.

The branch also arranged a meeting on January 13, 1982. Shri P.P. Nayar was in the chair. One of the vice-chairmen of the branch, Shri Kumar Taranand, Raja of Banailly Estate and Resident Representative, Tisco, and Ex-Treasurer, Bhagalpur and Patna universities, initiated discussions on 'Changing Pattern of Crimes and Criminals'. The rules and law procedures relating to them were also analysed and it was felt that further indepth study of the problem could be undertaken by the branch. Discussions were also held on the research project 'Organisation of the Government of Bihar' and ways and means to complete the study were discussed.

Patiala

Chairman	: Prof. Harmander Singh, Deptt. of Post Graduate Studies in Political Science, Punjabi University, Patiala
Honorary Secretary	: Prof. Harbans Pathak, Punjabi University, Patiala
Membership	: Ordinary 21 Life 7 Corporate

The branch organised the following programmes during the year :

<i>Talk/Seminar</i>	<i>Speaker</i>	<i>Chief Guest</i>
1. Students' Seminar on Max Weber on Bureaucracy	Shri Darshan Singh Dhillon, Shri C.A. Annee, Miss Anupuma	Dr. Govind Khanna, Prof. & Head, Deptt. of Economics, Punjabi University, Patiala.
2. A talk on Personnel Administration in Education : My Experience (in collaboration with Rotary Club, Patiala)	Brig. Sukhdev Singh	Prof. Harmander Singh, Deptt. of Post Graduate Studies in Political Science, Punjabi University
3. A talk on 'The Role of Police in the Context of Social Change in India'	Shri J.P. Atrey, D.I.G., Police, Haryana	Dr. Bhagat Singh, Vice-Chancellor, Punjabi University, Patiala

The branch is setting up separate IIPA corners displaying the publications of the IIPA at the Punjabi University Library and Government Mahendra College Library.

Pune

Chairman	: Dr. N.R. Inamdar, Prof. & Head, Deptt. of Politics & Public Administration, University of Poona, Pune
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Honorary Secretary	: Dr. V.K. Kshire, Lecturer, Deptt. of Politics & Public Administration, University of Poona, Pune
Membership	: Ordinary 27 Life 32 Corporate 4

Under the joint auspices of the IIPA Pune Branch, S.P. College, Pune and the University Department of Politics & Public Administration, Prof. Donald Smiley, Professor of Political Science, York University, Canada, delivered a lecture on 'The Future of the French-Speaking Canadians' on August 10, 1981. Prof. N.R. Inamdar, Chairman of the Branch, presided.

Ranchi

Chairman	: Dr. L.P. Vidyarthi, Department of Anthropology, Ranchi University, Ranchi
Honorary Secretary	: Dr. S.P. Sinha, Department of Anthropology, Ranchi University
Membership	: Ordinary 20 Life 12 Corporate 5

The branch members met on July 11, 1981, to participate in a discussion on 'Voting Pattern in Chotanagpur'.

Dr. L.P. Vidyarthi, Chairman of the branch, spoke to the members on May 2, 1981, about university execution and research in countries, like Mexico, France, UK and USA.

The branch also organised a meeting of its members on September 29, 1981, with Dr. L.P. Vidyarthi in the chair. Dr. J.S. Mathur, Director, Human Resources Division, National Institute of Rural Development, Hyderabad, spoke on 'Challenges of Administration in Rural Areas'.

A two-day symposium on 'Challenges of Administration and Development in Eighties' was organised by the branch. Director P.R. Dubhashi inaugurated the symposium on December 10, 1981.

The branch organised a meeting of its members on March 6, 1982. Professor Emeritus S.C. Mandal addressed the meeting.

Sangli

Chairman	: Shri K.A. Chougule, Advocate
Honorary Secretary	: Prof. A.S. Sahasrabudhe
Membership	: Ordinary 2 Life 3 Corporate 1

The branch organised the following lectures during the year :

1. Problems and Prospects of Small Scale Industries—Shri S.B. Bhirang.
2. Customer Services of Nationalised Banks—Shri S.R. Kale.
3. Administration of Engineering Industries in Sangli District—Shri G.C. Kanitkar.

4. Business Education—Principal K.R. Chhaphkane.

Santhal Pargana

Chairman	: Shri U.D. Choube, Deputy Commissioner, Santhal Pargana, Dumka
Honorary Secretary	: Prof. Navnet Sinha
Membership	: Ordinary 2 Life 2 Corporate

The branch arranged the following meetings during the year :

5.4.1981	Shri J.K.P. Sinha presented the paper on 'Personnel Policy in Tax Administration in a Developing Country'. Shri M.N. Das, Executive Magistrate, was in chair.
5.7.1981	Prof. N. Sinha presented a paper on 'The Problem of Public Distribution System in Tribal Area with special reference to Santhal Pargana'. Shri J.K.P. Sinha was in the chair.
18.10.1981	Shri M.V. Das delivered a talk on 'The Problems of Development Administration at Grassroot Level with special reference to Santhal Pargana'. Dr.N.K.P. Verma, Head, Deptt. of Political Science, Deoghar College, was in the chair.
20.12.1981	Dr. N.K.P. Verma delivered a talk on 'The Education and Social Change among Santhal'. Shri K.N. Sahai, Principal, Deoghar College, was in the chair.

Sirohi

Chairman	: Shri B.K. Malhotra, Collector, Sirohi
Honorary Secretary	: Shri M.D. Purohit, Librarian, District Library, Sirohi
Membership	: Ordinary 13 Life 1 Corporate

The project taken up for study in 1980-81 on 'Drought Affected Villages in Sirohi District' has been completed.

The branch organised a workshop on 'People and Police', on November 1, 1981, which was inaugurated by Prof. Shanti Kothari, Former M.P., and President of Academy of Applied Politics and Administration. Shri C.M. Palrecha, Supdt. of Police, Sirohi and Shri C.K. Nayar, Dy. Director of Education (Admn.), Bikaner, addressed the participants.

The preliminary study work on the projects 'Bhoodan Villages in Sirohi District' and 'Tribal Area Socio-economic Development in Abu Road Tehsil' was completed.

The branch arranged various group discussions in the monthly meeting on the issue relating to the Socio-economic Development of Sirohi District and other useful subjects.

Vallabh Vidyanagar

- Chairman : Shri H.M. Patel, Savita Bungalow, Bakrol Road,
Vallabh Vidyanagar
- Honorary Secretary : Dr. Mahesh Pathak, Agro-Economic Research
Centre, Sardar Patel University, Vallabh Vidya-
nagar
- Membership : Ordinary 5 Life 2 Corporate

The branch organised a lecture on February 28, 1982 on 'Where Are We Heading?' by Prof. P.N. Seth of the Gujarat University.

The report of the research project on 'Role of Private Initiative in Education and Industry in Rural Area—A Case Study of Vallabh Vidyanagar' undertaken by the branch has been finalised.

The branch had decided to arrange a series of lectures by successful and eminent administrators on 'Rural Administration'. Some lectures have been delivered in this series and the branch proposes to complete the series during the year 1982-83.

Warangal

- Chairman : Shri M. Kistiah, Reader in Public Administration,
Osmania University, Post Graduate Centre,
Warangal
- Honorary Secretary : Dr. K. Murali Manohar, Lecturer in Public
Administration, C.K.M., Arts & Science College,
Warangal
- Membership : Ordinary 18 Life 24 Corporate 2

The branch brought out the first issue of its quarterly newsletter in January 1982 in cyclostyled form. This issue contains information on the branch's activities for its members and others. The newsletter also proposes to cover important developments taking place at IIPA headquarters as well as its other branches.

In addition, there are 12 local branches at Ajmer, Beawar, Belgaum, Calicut, Dharwar, Kolhapur, Mysore, Baroda, Shillong, Udaipur, Ujjain and Sholapur.

A.7. CONDOLENCES

The Institute suffered great loss in the sad demise of Dr. R.S. Arora, Member of the Executive Council, and the Standing Committee on May 11, 1981. Dr. Arora had been an elected member of the Executive Council since 1972. He was also member of the Editorial Board of the IIPA and the Committee on Case Studies.

Another grievous loss to the Institute was the passing away of Dr. B.N. Gupta, Professor of Economics and Social Cost-Benefit Analysis and Forecasting, IIPA, on October 22, 1981. Dr. Gupta was with the Institute for over a decade and his contribution in the field of Financial Management was well recognised. In his

passing away, the Institute has suffered an irreparable loss.

The Institute also mourns the sad demise of S/Shri A.A. Alavi, Kanchi Amizhdan, M.K. Narayanan Chettiar, S.N. Puranik, and A.V. Vasavan.

B. ACADEMIC ACTIVITIES

B.1. TRAINING

B.1.1 SEVENTH ADVANCED PROFESSIONAL PROGRAMME IN PUBLIC ADMINISTRATION

The Advanced Professional Programme in Public Administration, seventh in the series, began on July 1, 1981 and concluded on March 31, 1982.

A post-graduate programme sponsored by the Training Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India, was designed to promote effective administrative leadership. Its objectives were :

- (i) to provide a critical understanding of the dynamics of interaction between public administration and the social, political and economic environment within which it functions and which influences, and even seeks to change;
- (ii) to evolve an integrated perspective of different segments of public administration and their underlying policies and practices;
- (iii) to enhance the responsiveness to the people and develop interpersonal skills;
- (iv) to familiarise with the modern tools and techniques to aid decision-making in an increasingly complex environment; and
- (v) to promote administrative capabilities to formulate appropriate solutions to current problems in the light of organisational needs, environmental pressures and national commitments.

The contents of the programme were divided into four main segments, each consisting of a number of subjects and topics as below :

<i>Segments</i>	<i>Subject/Topic</i>	<i>Faculty-in-charge</i>
I. Socio-Political Environment	1. Indian Social System	Prof. A.P. Barnabas
	2. Indian Political System	Prof. S.N. Sadasivan
	3. Indian Economic System	Prof. K.N. Kabra
II. Administrative System	4. Bureaucracy and Administration in India	Prof. R.B. Jain

<i>Segments</i>	<i>Subject/Topic</i>	<i>Faculty-in-charge</i>
III. Policy Analysis	5. Organisation Behaviour	Dr. R.B. Puri
	6. Human Resources Management	Prof. S.P. Verma
	7. Indian Economic Planning and Development	} Shri M.L. Sudan
	8. Seminar on Policy Issues	
IV. Administrative Management	9. Financial Management	Dr. K.L. Handa
	10. Quantitative Techniques	
	(i) Concept in Mathematics and Statistics	} Prof. Kanti Swarup
	(ii) Models in Decision-Making Operations Research	
	(iii) Project Planning and Management	Shri M. Thyagarajan
	(iv) Computer and Information System	Shri R K. Sachdeva
	(v) Inventory Management and Simulation	Prof. Kanti Swarup
	11. Planning Techniques	Prof. Kamta Prasad
	12. Research Methodology and Statistics	} Prof. Kuldeep Mathur
	13. Behavioural Laboratory	

Lectures, discussions, case studies, participative instructions, exercises, assignments, seminars and syndicates were among the methods used in the programme.

The participants were divided into six groups on the basis of the area for their investigation and observation for their village study and each group prepared report which was discussed in a seminar.

There was also a study tour for about two weeks to Sri Lanka, Malaysia, Indonesia and Thailand. The tour report covering many facets of the study was discussed in a group meeting.

Before proceeding abroad, the participants were given a short orientation by a representative of the High Commission of Sri Lanka and also the literature and films made available by other concerned foreign missions. Each participant had completed a well documented dissertation on a topic relevant to some current administrative problems. This had enabled them to use in concert the theoretical knowledge, research methodology and the analytical skills acquired in the programme.

Of thirty-three officers who joined the programme, two had subsequently withdrawn. The break-up of the remaining 31 officers is given below :

26 officers deputed by the Ministries/Departments of the Government of India

- 1 officer deputed by the Government of Himachal Pradesh
- 2 officers deputed by the Union Territory of Manipur and Delhi
- 1 officer deputed by the Government of People's Republic of Bangladesh
- 1 officer deputed by the Government of Jordan

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The programme was inaugurated by Shri C.R. Krishnaswamy Rao Sahib, Cabinet Secretary, Government of India.

The valedictory address was delivered by Shri M. Hidayatullah, Vice-President of India. He also distributed the diplomas to the successful participants.

The titles of the dissertations submitted by the participants are given below :

<i>Sl. No.</i>	<i>Name of the Participants</i>	<i>Topics of Dissertation</i>
1.	Mr. Ali Mohd. Qadan Al-Fayez	Agriculture in Jordan
2.	Shri V.K. Sachdeva	Apparels Export Industry in India
3.	Shri V.S. Sastry	Computerisation of Freight Control Operations in Indian Railways: Major Determinants for Policy
4.	Shri C K. Gopalakrishnan	Cargo Clearance at a Port
5.	Shri H.S. Gupta	Public Complaints of Telephone Services in India
6.	Shri A.N. Saksena	Project Appraisal Techniques with Special Reference to Indian Railways
7.	Lt. Col. G.S. Lobana	Cash-management Problems of Post Offices with Special Reference to Gurgaon Postal Division
8.	Shri M.M. Mathur	Examination of the Audit Reports by the Financial Committees of Parliament—An Analytical Study
9.	Shri S.R. Wadhwa	Income-Tax Administration in India—Some Aspects of its Working
10.	Shri B.L. Parihar	Gold Control in India—A Step Towards Socio-economic Reform
11.	Shri V.P. Mittal	India's Double Taxation Avoidance Agreement
12.	Shri M.K. Ganesan	Petro-chemical Industry Growth—Aims—Prospects

13. Shri A.S. Gupta Disciplinary Proceedings Against the Employees in Railways
14. Shri S.R. Sridharan Efficacy of the Existing Disciplinary Procedure on Government Employees with Special Reference to Ordnance Factories Employees.
15. Shri Chandra Prakash Personnel Administration in Public Undertakings
16. Shri J.R. Saha The Changing Role of the District Collector
17. Shri Janardan Singh Juvenile Delinquency and Correctional Services in India
18. Shri B.J.K. Tampi Gulf Money Impact on Kerala
19. Shri B.N. Bahadur The Employment Guarantee Scheme in Maharashtra
20. Smt. Anuradha Mansingh Administrative Arrangements for Implementation of the Integrated Rural Development Programme
21. Shri A.U. Sarma Repatriation of Persons of Indian Origin from Sri Lanka - A Study
22. Shri S. Sampath Narayanan Two Decades of Air-Transport in India (1961-81) —A Brief Perspective
23. Shri B.B. Sahay Integrated Rural Development Programme—A Case Study in Haryana State
24. Shri S.N. Misra Police Brutality—A Study in Police Behaviour
25. Smt. Uma Pillai Planning for Regional Development: A Case of Andaman & Nicobar Islands
26. Shri T.R. Mahajan Village Adoption Scheme and its Impact
27. Shri Dharendra Singh Adult Education and Development with Special Reference to the Strategy of the National Adult Education Programme
28. Shri A. Poonen Bonded Labour in India—A Study of the Policy and Legislation
29. Shri G.K. Mishra Tribal Development in India—Conceptual Contradictions
30. Smt. Nisha Chaturvedi Organisation and Functions of the Central Excise in India
31. Shri B.B. Mahajan Fare in State Road Transport Undertakings

Twenty-nine officers were awarded diplomas. Two officers could not be awarded the diplomas as they have yet to comply with some of the requirements.

Prof. S.N. Sadasivan directed the programme. Shri M.K. Gaur and Miss Sarala B. Rao assisted him as Programme Associates.

The Steering Committee of the programme consisted of the following members :

- | | |
|-----------------------------|------------------------------------|
| 1. Director (Chairman) | |
| 2. Prof. A.P. Barnabas | } |
| 3. Dr. K.L. Chawla | |
| 4. Shri V.J. Chandrasekaran | } |
| 5. Prof. K.N. Kabra | |
| 6. Prof. Kamta Prasad | } Coordinators of Divisions |
| 7. Dr. R.K. Tiwari | |
| 8. Dr. R.B. Puri | } |
| 9. Shri D.D. Malhotra | |
| 10. Prof. S. Venugopal Rao | } |
| 11. Prof. S.P. Verma | |
| 12. Prof. S.R. Maheshwari | } former APPPA Course Directors |
| 13. Prof. Kuldeep Mathur | |
| 14. Shri M. Thyagarajan | Syllabus Sub-committee Convener |
| 15. Shri R.K. Sachdeva | Syllabus Sub-committee Member |
| 16. Prof. R.B. Jain | Examination Sub-committee Convener |
| 17. Shri M.L. Sudan | Examination Sub-committee Member |
| 18. Shri Brij Bhushan | Examination Sub-committee Member |
| 19. Prof. S.K. Goyal | Dissertation Sub-committee Member |
| 20. Prof. G.K. Misra | Dissertation Sub-committee Member |
| 21. Prof. A. Datta | Dissertation Sub-committee Member |
| 22. Prof. S.N. Sadasivan | Programme Director |

There were following four sub-committees.

Syllabus Sub-committee

The objects of the Committee were :

- (a) to review the syllabus, with a view to include new developments which are necessary for enhancing the effectiveness of the course; and
- (b) to suggest means and measures to conduct the course in accordance with the contents and sequence of the syllabus.

MEMBERS

Shri M. Thyagarajan (Convener)
Prof. S.P. Verma
Shri R.K. Sachdeva
Prof. S.N. Sadasivan (Programme Director)

Examination Sub-committee

The purpose of the Committee was to take the necessary steps for :

- (a) formulation of the scheme of examination, term papers, etc., and maintain its confidential nature;

- (b) tabulation of marks and evolving an appropriate grading system;
- (c) drawing up of a panel of examiners both internal and external;
- (d) all other matters relevant to the successful implementation of the scheme of examination.

MEMBERS

Prof. R.B. Jain (Convener)
 Shri M.L. Sudan
 Shri Brij Bhushan (Registrar)
 Prof. S.N. Sadasivan (Programme Director)

Dissertation Sub-committee

The objects of the Committee were :

- (a) to select topics for dissertations taking into consideration the view and choice of the participants;
- (b) to nominate the guides (supervisors) from the faculty of the Institute;
- (c) to prescribe the standards and guidelines for the preparation of the dissertations;
- (d) to prepare a schedule for the completion of the dissertations;
- (e) to draw up a panel of referees both internal and external for the evaluation of the dissertations and to evolve a suitable scheme for the moderation and finalisation of results.

MEMBERS

Prof. Kuldeep Mathur (Convener)
 Prof. S.K. Goyal
 Prof. A. Datta
 Prof. S.N. Sadasivan (Programme Director)

Field Study Sub committee

The objects of the Committee were :

- (a) to evolve suitable schemes for field work including choice of areas;
- (b) to group participants and allot each group to specific areas; and
- (c) to help finalise reports on field studies and to suggest means and measures for organising seminars for holding discussions on the reports of field studies.

MEMBERS

Prof. A.P. Barnabas (Convener)
 Prof. G.K. Misra
 Prof. Kamta Prasad
 Prof. S.N. Sadasivan (Programme Director)

B.1.2. OTHER TRAINING PROGRAMMES

During the year under review the Institute organised 20 Management Orientation Programmes, 7 Special Programmes, 12 Management Development Programmes and 13 Sponsored Programmes. The Centre for Urban Studies organised 9 programmes.

The Management Orientation and Special Programmes are sponsored by the Training Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India.

These programmes were meant for :

- (a) Officers of All India Services (IAS, IPS, Indian Forest Service) etc., with at least six years of service;
- (b) Group 'A' (Class I) officers of central/state governments with at least six years of service in the group; and
- (c) Officers of Group 'B' (Class II) gazetted service of Central Government and officers of State Civil/Police/Technical Services with at least ten years of service.

In some programmes, officers of middle management level employed in central/state owned public sector undertakings were also admitted.

The Management Development Programmes are organised by the Institute on its own. The sponsored programmes are conducted by the Institute faculty either at Delhi or outside at the request of other organisations.

The programmes organised by the Centre for Urban Studies are meant for municipal officers.

The abstract picture of these programmes category-wise is given below :

<i>Sl No.</i>	<i>Programmes</i>	<i>No. of programmes conducted</i>	<i>No. of participants</i>
1.	Management Orientation Programmes	20	499
2.	Special Programmes	7	123
3.	Management Development Programmes	12	211
4.	Sponsored Programmes	13	323
5.	Centre for Urban Studies	9	208
6.	Seventh Advanced Professional Programme in Public Administration	1	31
	TOTAL	62	1395

The details of the programme are on pp 34-45.

B.2. RESEARCH AND CONSULTANCY

Mention was made in the Annual Report for 1980-81 about the grouping of the academic faculty of the Institute under nine divisions, keeping in view of their

interest, experience and expertise. Due to increase in staff as well as the compulsions of many areas of work that the IIPA was supposed to take up, it was open to every member of the faculty to opt for any two divisions. The objectives of the divisions are :

- (a) to prepare annual plan of work in the respective areas of research and training and undertake periodic reviews;
- (b) to discuss, finalise, coordinate and review individual plans of action;
- (c) to act as a forum for academic interaction, intellectual development of its members by organising seminars, special lectures, etc; and
- (d) to coordinate activities with other academic groups and divisions in promoting inter-disciplinary approaches.

Research and consultancy programmes of the faculty for the year are arranged divisionwise as well as inter-divisionwise to facilitate easy comprehension and are on pp. 46-61.

The membership of the divisions is given in Appendix III. The Director is associated with all the divisions.

The following persons are affiliated to the IIPA to undertake research studies as mentioned below against each :

1. Prof. B.R. Nanda awarded National Fellowship by the Indian Council of Social Science Research 'A Study in Depth of the Life and Works of Mahatma Gandhi'.
2. Dr. J.D. Sethi awarded Senior Fellowship by the Indian Council of Social Science Research 'The Role of Minimum or Basic Needs in Alternatives Development Strategy'.
3. Shri C.B. Jain, IAS, Formerly Director-General of Tourism and *Ex-officio* Additional Secretary to the Government of India, in the Ministry of Tourism and Civil Aviation. 'An Integrated Approach to Tourism Policy Planning in India in the Eighties'.
4. Shri S.N. Pandita, IAS, Joint Secretary, Ministry of Education and Culture, Government of India. 'Crisis in Higher Education: Escalating Costs and Rising Aspirations— Search for Alternative Administrative Models'.
5. Shri J.C. Pandey, Former Joint Secretary, Ministry of Home Affairs, Government of India. 'National Integration—Communal Harmony'.
6. Smt. Otima Bordia, IAS, Joint Secretary, Ministry of Energy, Department of Power, Government of India. 'Evolution of Energy Policy in India with Special Reference to Energy Administration'.

TRAINING

<i>Sl No.</i>	<i>Name of the Course</i>	<i>No. of Participants</i>
MANAGEMENT ORIENTATION PROGRAMMES (Sponsored by the Training Division of the Department of Personnel & Administrative Reforms, Ministry of Home Affairs)		
1.	Second Course on Computers in Government	12
2.	First Course on Attitudinal Change in Administration	19
3.	Fourth Course on Management Accounting	30
4.	Tenth Course on Tribal Development Administration	20
5.	First Course in Vigilance for Chief Vigilance Officers of Ministries/Departments and Public Sector Undertakings of the Government of India	23
6.	Third Course on Management of Public Enterprises	34
7.	Eighth Course on Personnel Policies and Practices	17
8.	Seventeenth Course on Budgeting and Financial Control	18
9.	Fourth Course on Administrative Law	10
10.	Eighth Course on Organisation and Management	26
11.	First Course on Performance Budgeting and Audit	39
12.	Fourth Course on Personnel Management	33
13.	Eleventh Course on Introduction to Operations Research	30
14.	Second Course on Criminal Justice Administration	21

PROGRAMMES

<i>Duration</i>	<i>Course Director</i>	<i>Training Associate</i>
May 11-22, 1981	Shri R.K. Sachdeva	—
June 29-July 10, 1982	Dr. R.B. Puri	—
July 13-25, 1981	Dr. K.L. Chawla	Shri N.C. Ganguli (Associate Course Director)
July 20-30, 1981	Prof. A.P. Barnabas	Dr. B.M. Verma
July 21-25, 1981	Prof. S. Venugopal Rao	—
July 27- Aug. 14, 1981	Shri J.C. Kapur	Miss Sujata Singh
Aug. 17-29, 1981	Prof. S.R. Maheshwari	—
Aug. 19- September 5, 1981	Dr. K.L. Handa	Shri N.C. Ganguli (Associate Course Director)
Sept. 1-11, 1981	Shri M.K. Balachandran	—
Sept. 7-19, 1981	Prof. S.R. Maheshwari	—
Oct. 29-Nov. 10, 1981	Dr. K.L. Handa	—
Nov. 3-13, 1981	Prof. S.P. Verma and Dr. O.P. Minocha	—
Nov. 16-28, 1981	Shri R.K. Sachdeva	—
Dec. 1-11, 1981	Prof. S. Venugopal Rao	Dr. D.R. Singh (Associate Course Director)

TRAINING

<i>Sl. No.</i>	<i>Name of the Course</i>	<i>No. of Participants</i>
15.	Fourth Course on Training of Trainers	21
16.	Sixteenth Course on Development Administration	19
17.	Twenty-fourth Course on Administrative Leadership and Behaviour	31
18.	Fifth Course on Management Information Systems	35
19.	Second Course on Vigilance for Chief Vigilance Officers of Ministries/Departments and Public Sector Undertakings of the Government of India	28
20.	Second Course on Management by Objectives	33

SPECIAL PROGRAMMES

(Sponsored by the Training Division of the Department of Personnel & Administrative Reforms, Ministry of Home Affairs)

1.	Second Training Programme for Officers of the Integrated Finance Divisions of the Ministries/Departments of the Government of India	16
2.	Sixth Management Development Programme for Empanelled Deputy Secretaries of the Central Secretariat Service	28
3.	Third Course on Project Implementation, Monitoring and Evaluation—Agriculture	24
4.	Special Intensive Practical Course on Project Formulation and Implementation—Power—for Senior and Middle Level Executives of Madhya Pradesh State Electricity Board at Jabalpur	27
5.	First Course on Report Writing	15

PROGRAMMES

<i>Duration</i>	<i>Course Director</i>	<i>Training Associate</i>
Dec. 7-19, 1981	Prof. Kuldeep Mathur	—
Dec. 7-19, 1981	Prof. A.P. Barnabas and Prof. K.N. Kabra	—
Dec. 21, 1981- Jan. 2, 1982	Dr. R.B. Puri	—
Feb. 3-12, 1982	Shri J.C. Kapur	—
Feb. 23-27, 1982	Prof. S. Venugopal Rao	—
March 8-12, 1982	Shri J.C. Kapur	—
May 19-30, 1981	Dr. K.L. Chawla	Shri Rakesh Gupta (Associate Course Director)
Aug. 10-29, 1981	Prof. A.P. Barnabas	Shri M.K. Narain (Associate Course Director)
Nov. 30- Dec. 19, 1981	Shri B.M. Naik and Shri J.N. Upadhyay	—
Dec. 17, 1981- Jan. 7, 1982	Shri M. Thyagarajan and Shri V.J. Chandrasekaran	—
Jan. 28- Feb. 6, 1982	Prof. Kamta Prasad	Shri Shekhar Singh (Associate Course Director)

TRAINING

<i>Sl. No.</i>	<i>Name of the Course</i>	<i>No. of Participants</i>
6.	First Course on Development through Participation	8
7.	Third Training Programme for Officers of the Integrated Finance Divisions of the Ministries/Departments of the Government of India	5

MANAGEMENT DEVELOPMENT PROGRAMMES (Organised by the Institute on its own)

1.	Seventh Course of Finance for Non-Finance Executives	14
2.	Eighth Course on Valuation and Assessment of Property Taxes	18
3.	Fifth Workshop on Management Information Systems	13
4.	Third Advanced Course on Project Management	22
5.	Second Course on Urban Management	9
6.	Ninth Course on Computers in Management	29
7.	First Course on Quantitative Methods in Management	14
8.	First Course on Economic Analysis for Public Sector Management	14
9.	Fifth Course on Solid Wastes Management	16
10.	Sixth Advanced Course on Materials Planning	15
11.	Second Course on Urban Project Appraisal	33

PROGRAMMES

<i>Duration</i>	<i>Course Director</i>	<i>Training Associate</i>
Feb. 1-9, 1982	Dr. S.N. Mishra	Dr. D.R. Singh (Associate Course Director)
Feb. 15-27, 1982	Dr. K.L. Handa	Shri Rakesh Gupta (Associate Course Director)
July 20-25, 1981	Prof. B.N. Gupta	—
Sept. 7-17, 1981	Prof. A. Datta and Shri G. Jha	—
Sept. 21- Oct. 1, 1981	Shri J.C. Kapur	—
Nov. 3-13, 1981	Shri B.M. Naik	Shri N.C. Ganguli
Nov. 16-28, 1981	Prof. A. Datta	Shri G. Jha (Associate Course Director)
Nov. 18-28, 1981	Shri J.C. Kapur	—
Dec. 21-31, 1981	Shri N.C. Ganguli	—
Dec. 30, 1981- Jan. 8, 1982	Shri Anil C. Ittyerah and Prof. K.N. Kabra	—
Jan. 11-16, 1982	Shri R.K. Wishwakarma and Shri Rakesh Gupta	—
Jan. 18-23, 1982	Prof. Kanti Swarup	—
Jan. 19-25, 1982	Dr. K.S.R.N. Sarma	Shri Rakesh Gupta

TRAINING

<i>Sl. No.</i>	<i>Name of the Course</i>	<i>No. of Participants</i>
12.	Sixth Course on New Dimensions in the Management of Human Resources	14

SPONSORED PROGRAMMES

(Conducted at the request of other Organisations)

1.	Management of Development Programme on Management Concepts and Practices for the Officers of the Industrial Development Corporation of Orissa at Bhubaneswar	25
2.	Seminar on Computer based Information Systems for Senior Officers of the Directorate of Primary and Secondary Education, Rajasthan at Bikaner.	16
3.	General Management Course for Management Trainees of Hindustan Copper Ltd., Calcutta, at IIPA, New Delhi.	28
4.	Regional Programme on Administrative Planning and Implementation of Development Programme (organised by the UN Asian and Pacific Development Centre, Kuala Lumpur in collaboration with the Department of Personnel & Administrative Reforms, Ministry of Home Affairs, Government of India and the Indian Institute of Public Administration)	27
5.	Second Course on Users' Orientation to Computers for Officers of the Directorate of Primary and Secondary Education Rajasthan at Udaipur	24
6.	Special Course on Management Concepts and Practices for Officers of the Gujarat State Administrative Services at Ahmedabad	20
7.	Special Course on Users' Orientation to Computers for Officers of the Finance Department, Government of Gujarat at Ahmedabad.	25

PROGRAMMES

<i>Duration</i>	<i>Course Director</i>	<i>Training Associate</i>
Feb. 15-20, 1982	Dr. Jaideep Singh	—
April 8-15, 1981	Dr. K.L. Handa	—
April 27- May 2, 1981	Shri R.K. Sachdeva	—
May 11- July 18, 1981	Prof. R.B. Jain and Dr. O.P. Minocha	Shri M.K. Gaur (Associate Co-ordinator)
May 18- June 4, 1981	Shri T.N. Chaturvedi (Programme Faculty)	—
Sept. 21- Oct. 3, 1981	Shri R.K. Sachdeva	Shri N.C. Ganguli (Associate Course Director)
Dec. 7-19, 1981	Prof. R.B. Jain and Dr. O.P. Minocha	—
Dec. 7-19, 1981	Shri R.K. Sachdeva	—

TRAINING

<i>Sl. No.</i>	<i>Name of the Course</i>	<i>No. of Participants</i>
8	Special Training Programme on Financial Management for Executives of the Government of Gujarat at Ahmedabad	17
9.	First Special Capsule Course on Project Management for the Engineer-Officers of the Central Electricity Authority at IIPA, New Delhi.	30
10.	Special Training Programme on Modern Management for the Senior Administrative Executives of the Department of Space and ISRO at Sriharikota (A.P.)	13
11.	Second Special Capsule Course on Project Management for the Engineer Officers of the Central Electricity Authority at IIPA, New Delhi.	33
12.	Third Special Capsule Course on Project Management for the Engineer-Officers of the Central Electricity Authority at IIPA, New Delhi.	3.
13.	Fourth Special Capsule Course on Project Management for the Engineer-Officers of the Central Electricity Authority at IIPA, New Delhi	33

CENTRE FOR URBAN STUDIES

1.	Third Course on Urban Project Management	31
2.	Eleventh Course on Laws in Municipal Administration	25
3.	Twelfth Course on Urban Financial Management	23
4.	Ninth Course on Municipal Personnel Management	16
5.	Sixth Course on Urban Plan Administration	22
6.	Third Course on Prevention of Food Adulteration (Sponsored by the Ministry of Health & Family Welfare, Government of India)	12

PROGRAMMES

<i>Duration</i>	<i>Course Director</i>	<i>Training Associate</i>
Jan. 28- Feb. 10, 1982	Dr. K.L. Handa	—
Feb. 1-6, 1982	Shri M. Thyagarajan and Shri V.J. Chandrasekaran	—
Feb. 17- Mar. 2, 1982	Shri V.J. Chandrasekaran	—
March 1-6, 1982	Shri M. Thyagarajan	—
March 15-20, 1982	Shri M. Thyagarajan and Shri V.J. Chandrasekaran	—
March 31- April 7, 1982	Shri M. Thyagarajan and Shri V.J. Chandrasekaran	—
April 6-16, 1981	Shri M. Thyagarajan	Shri Rakesh Gupta
April 13-25, 1981	Shri M.K. Balachandran	—
May 4-15, 1981	Dr. K.S.R.N. Sarma	Shri G. Jha
May 19-30, 1981	Shri Raj Nandy	—
July 6-18, 1981	Shri M.K. Balachandran and Shri R.K. Wishwakarma	Shri G. Jha
July 27- Aug. 7, 1981	Shri M.K. Balachandran	Shri G. Jha (Associate Course Director)

TRAINING

<i>Sl. No.</i>	<i>Name of the Course</i>	<i>No. of Participants</i>
7.	Housing Workshop for Middle and Senior Level Executives of HUDCO Borrowing Agencies (Sponsored by the Hindustan Urban Development Corpn., New Delhi)	34
8.	Sixth Course on Urban Water Supply Management	23
9.	First Course on Shelter Management	22

PROGRAMMES

<i>Duration</i>	<i>Course Director</i>	<i>Training Associate</i>
Aug. 4-10, 1981	Prof. Girish K. Misra	Shri Rakesh Gupta
Aug. 10-20, 1981	Dr. K.S.R.N. Sarma	—
Aug. 31- Sept. 9, 1981	Shri D.D. Malhotra	Shri G. Jha (Associate Course Director)

BEHAVIOURAL STUDIES AND PERSONNEL MANAGEMENT DIVISION

- | | |
|--|----------------|
| 1. District Planning Cells. | Kuldeep Mathur |
| 2. Trainers and Writers' Guide to IIPA Case Studies. | Jaideep Singh |

CENTRE FOR URBAN STUDIES

- | | |
|--|---------------------------------|
| 1. Land Alienation and Restoration in Bihar Tribal District. | M. K. Narain |
| 2. Organisation and Management of Solid Wastes in Delhi. | Girish K. Misra
Rakesh Gupta |

CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION DIVISION

- | | |
|--|---|
| 1. Improving the Delivery System in Support of the Small Farmers in the State of Tamil Nadu. | M.L. Sudan, M. Lakshmiswaramma (under the guidance of Shri T.N. Chaturvedi) |
| 2. Election to the Delhi Metropolitan Council, 1977. | S.R. Maheshwari |
| 3. Rehabilitation of Bonded Labour in Jabalpur District (Madhya Pradesh) : An Assessment. | R.K. Tiwari |

CONSULTANCY

<i>Year of Initiation</i>	<i>Funding Agency</i>	<i>Nature of Project</i>
1978 (Completed : March 1982)	Govt. of India and the Ford Foundation	Institutionalizing Planning Cells in Six DPAP districts.
Jan. 1982 (Completed being published)	IIPA	To analyse IIPA Case Studies to facilitate their utilisation for teach- ing purposes.
March, 1980 (Completed : June 1981)	IIPA	The project focussed upon the land restoration process in two sub- divisions in Ranchi District
1978 (Completed : Report under preparation)	IIPA-CUS	Suggests solution to some of the problems faced by the Sanitary and Engineering Deptt. of M.C.D. while managing collection, carriage and disposal of solid waste.
Jan. 1981 (Completed : Feb. 1982)	Centre on Integra- ted Rural Develop- ment for Asia and the Pacific, Comilla, Bangladesh.	Rural Development : organisational system for the delivery of agricul- tural inputs such as institutional credit, fertilizer, pesticides, and extension and marketing services to small farmers.
1977 (Completed : Dec. 1981)	I.C.S.S.R.	Study of voting behaviour of the voters in the national metropolis
July, 1980 (Completed :	Ministry of Labour, Govt. of India	Research Study

<i>Project</i>	<i>Director</i>
4. Rehabilitation of Bonded Labour in Koraput (Orissa) : An Assessment.	R.K. Tiwari
5. Rehabilitation of Bonded Labour in Monghyr (Bihar) : An Assessment.	R.K. Tiwari
6. Administrative Structure of Integrated Tribal Development Project : A Preliminary Study.	R.K. Tiwari
7. Evaluation of TRYSEM Scheme in Rajasthan.	S.N. Mishra B.M. Verma

CRIMINAL JUSTICE ADMINISTRATION DIVISION

- | | |
|-----------------------------------|--------------------------------|
| 1. The Impact of Criminal Justice | S. Venugopal Rao
D.R. Singh |
|-----------------------------------|--------------------------------|

FINANCIAL MANAGEMENT DIVISION

- | | |
|--|-------------|
| 1. Design of a Management Oriented Accounting System for the Central Electronics Engineering Research Institute, Pilani. | K.L. Chawla |
|--|-------------|

PUBLIC ENTERPRISES DIVISION

- | | |
|---|-----------|
| 1. Project Management for Narmada Project | B.M. Naik |
|---|-----------|

CONSULTANCY

<i>Year of Initiation</i>	<i>Funding Agency</i>	<i>Nature of Project</i>
July, 1980 (Completed : March 1982)	Ministry of Labour, Govt. of India	Research Study
July, 1980 (Completed : March, 1982)	Ministry of Labour, Govt. of India	Research Study
Dec. 1980 (Completed : Sept. 1981)	Ministry of Home Affairs, Govt. of India	Research Study
Feb. 1981 (Completed : Aug. 1981)	Ministry of Rural Reconstruction, Govt. of India	Evaluation Study based on field work.
Nov. 1980 (Completed : Nov. 1981)	IIPA	An attempt has been made to assess the input of the system at national, state and district level.
1979 (Completed : Oct. 1981)	CERRI, Pilani	Rationalisation of the cost account- ing system and making it compati- ble with financial accounting sys- tem and designing a format for performance budget and perfor- mance reporting system.
Aug. 1981 (Completed : Sept. 1981)	Ministry of Irriga- tion, Govt. of India	Consultancy

RESEARCH AND

Project

Director

INTER-DIVISIONAL PROJECT

1. A Study Delegation of Powers in the Indian Railways

S.P. Verma
K.L. Handa

CONSULTANCY

<i>Year of Initiation</i>	<i>Funding Agency</i>	<i>Nature of Project</i>
1981 (Completed : March, 1982)	Railway Board	To study and make suggestions for reforms in some of the areas relating to delegation of powers from the Railway Board to the Zonal Administration and re-delegation further down to Divisional Administration.

<i>Project</i>	<i>Director</i>	<i>Year of Initiation</i>
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BEHAVIOURAL STUDIES AND PERSONNEL MANAGEMENT DIVISION

- | | | |
|---|-------------|-----------|
| 1. Administrative Stress. | B.R. Sharma | Jan. 1982 |
| 2. Political Dimensions of the Role of Multinational Corporations in India. | S.P. Verma | 1981 |

CENTRE FOR URBAN STUDIES

- | | | |
|---|------------------|-------------|
| 1. Unit Cost of Creating a Job in Central Government : Its Employment—Multiplier Effect and Implications. | R.K. Wishwakarma | March, 1982 |
| 2. Planning for Social Facilities and the Rural Poor. | G.K. Misra | 1979 |

CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

- | | | |
|--|---------------------------|-----------|
| 1. Evaluation of TRYSEM Scheme in Rajasthan. | S.N. Mishra
B.M. Verma | Feb. 1982 |
| 2. Bench-Mark Study of Socio-Economic Conditions and Growth Potential Drought Districts of West Bengal, Hariana and Jammu & Kashmir. | Kamta Prasad | Jan. 1982 |

CONSULTANCY

<i>Expected Date of Completion</i>	<i>Funding Agency</i>	<i>Nature of Project</i>
May, 1983	IIPA	Psychological-Executive Development for increasing production.
Jan-Feb., 1983	I.C.S.S.R.	The study aims at analysing the techniques adopted by the socio-economic interests in general and MNCs in particular in the arena of administrative and legislative decision-making.
Aug., 1983	Ministry of Works and Housing, Govt. of India	To estimate the cost of creating a job in Central Government and allied Public Sector Undertakings in Delhi vis-a-vis other selected towns of National Capital Region of Ballabgarh, Gurgaon, Faridabad, Ghaziabad.
—	Ford Foundation	The study aims on developing methodology to provide social facility to rural areas.
Nov., 1982	Ministry of Rural Reconstruction, Govt. of India	Evaluation study based on field work.
June, 1984	Central Water Commission, Govt. of India	The study will cover all the drought prone districts of the three states. It will give an account of the socio-economic problems of the selected states and districts, assess the impact of rain-fall, irrigation and development schemes on the economic condition of people and give suggestions for their improvement.

RESEARCH AND

<i>Project</i>	<i>Director</i>	<i>Year of Initiation</i>
3. Organisation and Management of Mental Hospital.	Sarla B. Rao	Nov., 1981
4. Role of Voluntary Organisations in Rural Development—Case Study of Selected Two Organisations.	Sarla B. Rao	Aug., 1982
5. Judicial Policy Formulation in India : An Empirical Analysis of Some of the Assumptions.	Shekhar Singh	March, 1981
6. Preparation of Block Plan (s) in East Siang District of Arunachal Pradesh by Arunachal Pradesh Officials in Consultation with the IIPA.	M.L. Sudan J.N. Upadhyay	May, 1981
7. Impact of Government Policy on Socio-Economic Conditions of Scheduled Castes in Rural Areas : A Micro Study in District Agra.	Sujata Singh	Jan., 1981
8. Concurrent Monitoring and Evaluation of TRYSEM in India-1979-81.	M.K.Gaur	Nov., 1981

MANAGEMENT SYSTEMS DIVISION

- | | | |
|---|---------------|------|
| 1. Design and Implementation of Computer based Financial Information System for Government of Gujarat. | R.K. Sachdeva | 1980 |
| 2. Design and Implementation of Personnel Information System (Computer based) for Directorate of Primary and Secondary Education, Rajasthan | R.K. Sachdeva | 1980 |

CONSULTANCY

<i>Expected Date of Completion</i>	<i>Funding Agency</i>	<i>Name of Project</i>
Dec., 1982	IIPA	Research work based on filed work.
Dec., 1983	IIPA	Case Study Method
Sept., 1982	IIPA	The project is an effort to study the deterrent and reformative effects of the Indian Penal Code through detailed analysis of a sample.
Depends upon the progress of work by Arunachal Pradesh Officials	Arunachal Pradesh Govt.	Consultancy Block Planning.
Aug., 1982	IIPA	An evaluation of the impact of different programmes and schemes adopted by the government for improving the socio-economic conditions of the scheduled castes.
Sept., 1982	Union Ministry of Rural Reconstruction	Research Study
March, 1983	Govt. of Gujarat	Consultancy
March, 1983	Directorate of Primary and Secondary Education, Govt. of Rajasthan	Consultancy

<i>Project</i>	<i>Director</i>	<i>Year of Initiation</i>
3. Modernisation 100-year Old Periyar-Vaigai Irrigation Project.	M. Thyagarajan	1977-78 (This has been a continuing project management has expressed its keen desire to continue to have our consultancy advice to spread over the entire duration of the project. They have been making frantic requests in this regard and the Institute has agreed to provide this consultancy till completion of this project since this is a very important assignment)

PUBLIC ENTERPRISES DIVISION

- | | | |
|---|--------------|-------------|
| 1. Organisational Relationship and the Government Control of Public Enterprises in India. | O.P. Minocha | Sept., 1981 |
| 2. Project Monitoring—Integration of Physical and Financial Progress of Projects. | B.M. Naik | 1981 |

CONSULTANCY

<i>Expected Date of Completion</i>	<i>Funding Agency</i>	<i>Name of Project</i>
---	The Management of Periyar-Vaigai Project Public Works Department, Govt. of Tamil Nadu	Evolving a complete planning, monitoring, review, and reporting control systems for this project based on net work techniques. Also helping, advising in implementation, etc.
Sept., 1983	IIPA	The project broadly aims on examining the extent, implication and impact of various instruments of control over public enterprises, to analyse as to how far have control been effective in guiding the working of public enterprises and to suggest new administrative devices to bring about harmonious relationship, unity of action and mutuality of influences among the management of public enterprises and the agencies of control.
Oct., 1982	IIPA	Research Project

<i>Project</i>	<i>Director</i>	<i>Year of Initiation</i>
3. Nature and Scope of Public Sector in India's Strategy of Development.	K.N. Kabra	1981
4. Designing of Management Information System for Industrial Development Corporation Ltd., Bhubaneswar.	J.C. Kapur O.P. Minocha	March, 1982
5. Analysis of Organisation Work Procedure and Behavioural Forces and Policy in Central Board of Secondary Education.	O.P. Minocha J.C. Kapur	March, 1982

PUBLIC POLICY AND PLANNING DIVISION

1. Regulatory Administration of Private Corporate Sector in India.	S.K. Goyal	Nov., 1980
2. The Establishment of Data and Information System on Corporate Sector in India including Foreign Subsidiaries and Foreign Controlled Companies.	S.K. Goyal	Feb., 1981
3. Nationalisation—as a Binding Option in India.	K.N. Kabra	1979

SOCIAL WELFARE ADMINISTRATION AND SOCIAL DEVELOPMENT DIVISION

1. Ecology and Administration in Kerala,	S.N. Sadasivan	1981
2. Administration and Social Development in India.	S.N. Sadasivan	1981

CONSULTANCY

<i>Expected Date of Completion</i>	<i>Funding Agency</i>	<i>Name of Project</i>
Presently work is postponed	IIPA	Research Study
December, 1982	Industrial Development Corporation Ltd., Bhubaneswar	Consultancy
March, 1983	Central Board of Secondary Education	Consultancy
1985-86	ICSSR	Research
1982-83	ICSSR-IMWOO on Alternatives in Development	Research
1982	ICSSR	To study the policy options and factors associated with nationalisation. Two papers prepared as part of the study: (1) Profile of Nationalisation and (2) Nationalisation of the Coal Industry.
1984	IIPA	Contribution to the Science of Administration
1984	IIPA	Contribution to the Science of Administration

RESEARCH AND

<i>Project</i>	<i>Director</i>	<i>Year of Initiation</i>
INTER-DIVISIONAL PROJECTS		
1. Rationalisation of the System of Grants-in-aid for Voluntary Organisations	A.P. Barnabas M. Lakshmi- swaramma Sarla B. Rao	Jan., 1981
2. Review of the Strength of Officers and Staff in the Railway Board	P.R. Dubhashi K.L. Handa O.P. Minocha N.C. Ganguli Rakesh Gupta	March, 1982
3. District Councils in Kerala	S.N. Sadasivan M.L. Sudan	1981
4. Management Study of the Work of Headquarters and Regional Offices, Kendriya Vidyalaya Sangathan	R.K. Sachdeva O.P. Minocha R.B. Jain	Jan., 1982

CONSULTANCY

<i>Expected Date of Completion</i>	<i>Funding Agency</i>	<i>Name of Project</i>
Sept. 1982	Deptt. of Social Welfare, Govt. of India	To analyse the rules and procedures of grants-in-aid to voluntary organisations by Central Social Welfare Board, State Boards and Ministries of Social Welfare at Central and State Levels.
Dec., 1982	Railway Board	Consultancy
1984	IIPA	Contribution to the Science of Administration
Dec., 1982	Kendriya Vidyalaya Sangathan	Consultancy. Organisation, Structure, Personnel Management, including Information Systems, Project Planning, Monitoring and Control.

DROUGHT PRONE AREA PROGRAMME

The 'District Project Planning' which was to be completed by March 31, 1981, was given an extension for a year in order to finalise the reports and hold a seminar. All the reports are now completed and as a follow-up, an action-research seminar for Micro-Level Intervention was held on March 15-16, 1982, in which academics from other research institutions also participated. Prof. Kuldeep Mathur was the co-ordinator of the programme.

CORPORATE STUDIES GROUP

The Indian Council of Social Science Research had approved of a five-year research programme on 'regulatory administration'. Two projects namely Corporate Information System and Political Dimensions of MNCs were also taken up under the Indo-Dutch collaboration. The Standing Conference on Public Enterprises has also awarded new research project namely Comparative Performance of Public Enterprises and Large Private Sector Companies. All these projects are inter-related and mutually supportive.

Considerable progress has been made towards establishment of a computer based comprehensive information system. So far eight computer files have been completed.

The Group has built a 'Library of Balance Sheets' covering about 2500 companies. The Group has also created over 80 newspaper clipping files from major economic dailies.

The Corporate Information System apart from the Group members is accessible to academic researchers. A number of doctoral scholars, Indian and foreign, visited the Group for consultation.

The Group aims to complete at least two major policy oriented studies during 1982-83.

B.3. CASE STUDIES PROGRAMME

The Committee on Case Studies continued its work with Prof. M.V. Mathur, Professor Emeritus, National Institute of Educational Planning and Administration, New Delhi, as Chairman and Shri P.R. Dubhashi, Additional Secretary, Ministry of Agriculture and now Director, IIPA, as Project Director.

The Committee earlier had circulated a questionnaire to selected educational and training institutions to elicit from them their felt need of case studies and also to ascertain what use case studies were put to in the training courses conducted by them. After analysing the replies received, the Committee planned a workshop on case studies for the benefit of case writers, case users, and administrators in the near future.

The work on preparing the seventh volume on case studies is in progress.

B.4. PUBLICATIONS

B.4.1. PERIODICALS

The Institute continued to bring out the following periodicals:

1. Indian Journal of Public Administration (Quarterly);
2. Nagarlok (Quarterly);
3. Documentation in Public Administration (Quarterly);
4. IIPA (Newsletter (Monthly).

Indian Journal of Public Administration

The Institute brought out four issues during 1981 (Volume XXVII) which, taken together, ran into 1245 pages.

In all, the four issues contained 61 articles, 1 review article, 64 book reviews, 7 book notes, and 5 documents and the annual bibliographies. Among the contributors, 25 were administrators, 41 academics including 17 from abroad.

The subject of the special number in 1981 was 'Administration for the Disabled'.

As in the previous year, the Editor has been receiving appreciative references to the quality and standard of the journal.

Shri T. N. Chaturvedi continued to be the Editor of the IIPA and Shri N.R. Gopalakrishnan as the Assistant Editor.

The Institute's agreement with M/s Swets & Zeitlinger B.V., Amsterdam, Holland, to bring out out-of-print volumes/issues of the Indian Journal of Public Administration continues. The Institute is also in agreement with this Dutch firm to bring out micro-editions of all the back issues of IIPA.

Nagarlok

Four issues of Nagarlok were brought out during the year, all special number on different topics: 'Town Planning Legislations and Their Implementation' (January-March 1981), 'Problems of Municipal Finance' (April-June 1981), 'Urban Development' (July-September 1981) and 'Mayor-in-Council' (October-December 1981). The four issues contained 32 articles and 9 book reviews. Among the contributors, 25 were administrators and 7 academics. The four issues together ran into 504 pages bringing the average page per issue to 126. Shri T.N. Chaturvedi continued to be the Editor upto September 7, 1981. Thereafter Shri P.R. Dubhashi took over as the Editor. Prof. A. Datta and Shri M.K. Balachandran continued to function as Joint Editor and Assistant Editor, respectively.

Documentation in Public Administration

Four issues of Documentation in Public Administration were published under the joint auspices of the Institute and the Indian Council of Social Science

Research.

Shri T.N. Chaturvedi continued to be the Editor and Shri Mohinder Singh, the Librarian of the Institute, the Assistant Editor.

IIPA Newsletter

Twelve issues of the monthly Newsletter, covering all important areas of public administration in India and abroad, were brought out during the year. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur continued to assist him in bringing out the Newsletter.

B.4.2. OTHER PUBLICATIONS

1. Administration for the Disabled—Ed. T.N. Chaturvedi.
2. Life Insurance in India: Perspectives in Social Security by R.M. Ray.
3. Integrated Development of Small and Medium Towns—Ed. R.K. Wishwakarma.
4. Civil Service and Personnel Administration: An Annotated Bibliography by Mohinder Singh and R.N. Sharma.

IIPA Stall in World Book Fair

The IIPA participated in the Fifth World Book Fair, held at Pragati Maidan, New Delhi from February 5-15 by taking a stall for displaying its publications.

Smt. Indira Gandhi, Prime Minister of India, visited the book stall immediately after the inauguration on February 4 and showed interest in IIPA publications; a volume entitled *Jawaharlal Nehru and Public Administration* was presented to her.

Several hundred visitors—including publishers, book sellers, librarians, academics and students—visited the stall.

SENIOR EDITORIAL AND PUBLICATIONS STAFF

1. Shri N.R. Gopalakrishnan, Assistant Editor.
2. Shri Om Anand, Publication Officer.
3. Shri M.K. Gaur, Lecturer.

B.5. SEMINARS AND CONFERENCES

Regional Seminar-cum-Workshop on Maintenance of Account in Special Programme Agencies for Northern Region (June 29-30, 1981)

The two-day regional seminar-cum-workshop on Maintenance of Accounts in Special Programme Agencies sponsored by the Ministry of Rural Reconstruction, Government of India was organised from June 29 to 30, 1981.

The objectives of the seminar were :

- (i) Ensuring observance of accounting procedures for IRDP.
- (ii) Maintenance of block-wise accounts.
- (iii) Difficulties and problems and suggestions for improvement.

The seminar was primarily meant for Accounts Officers/Accountants of the DRDAs and Officers of the State Governments closely associated with the financial aspects of the implementation of IRDP from the States of Haryana, Himachal Pradesh, Punjab and J & K and the Union Territory of Delhi.

The seminar which was attended by 55 participants was inaugurated by Shri G.L. Bailur, Joint Secretary (IRD), Ministry of Rural Reconstruction, Government of India.

Dr. K.L. Chawla was the Seminar Director and Shri M.K. Gaur was Associate Seminar Director.

Seminar on Institutional Finance for Rural Development Programmes for Northern Region (November 12-13, 1981)

A two-day seminar on Institutional Finance for Rural Development Programmes for Northern Region sponsored by the Ministry of Rural Reconstruction, Government of India was held on November 12-13; 1981.

The objective of the seminar was to explain the concept of IRDP and other programmes of rural development and to create an awareness among the participants of the importance of institutional finance support for those programmes.

The seminar was meant for the officers of the rank of Project Directors, Collectors, Branch Managers of Commercial, Cooperative and Regional Rural Banks from the States of Haryana, Himachal Pradesh, J & K, Madhya Pradesh, Punjab, Rajasthan, U.P. and Union Territory of Delhi. The seminar was attended by 22 participants.

The key-note address was delivered by Shri M. Subramanian, Additional Secretary, Ministry of Rural Reconstruction, Government of India. Shri P.R. Dubhashi, Director, IIPA presided over the inaugural session.

The concluding address was delivered by Shri P.R. Dubhashi, Director, IIPA.

Prof. A.P. Barnabas and Smt. M. Lakshmiswaramma were Seminar Coordinators.

Symposium on Nehru and Administration (November 14, 1981)

In celebration of the 92nd birth anniversary of Shri Jawaharlal Nehru, a symposium on the theme 'Nehru and Administration' was held on November 14, 1981.

Shri P.R. Dubhashi, Director, IIPA delivered the inaugural address.

The following members of the faculty presented papers on the subjects noted

against their names :

<i>Name of the Faculty</i>	<i>Subject of the Paper</i>
1. Prof. S.R. Maheshwari	Nehru and Parliamentary Democracy
2. Prof. A.P. Barnabas	Nehru and Social Change
3. Shri M.L. Sudan	Nehru and Economic Policy

There was a general discussion after presentation of the above papers.

Shri P.R. Dubhashi, Director, IIPA summed up the proceedings of the symposium in the end.

Besides the faculty members of the Institute, the participants of the Advanced Professional Programme in Public Administration participated in the symposium.

Prof. S.N. Sadasivan was the coordinator of the symposium.

National Seminar on Development of Tertiary Sector in Rural Areas (December 4-5, 1981)

The two-day national seminar on Development of Tertiary Sector in Rural Areas sponsored by the Ministry of Rural Reconstruction, Government of India, was conducted during December 4-5, 1981.

The objectives of the seminar were :

- (i) To finalise the list of important activities that could be taken up under the tertiary sector component of the IRD programmes.
- (ii) To review the current status of programmes for development of the tertiary sector, both under government as well as the banks.
- (iii) To devise a new strategy for development of the tertiary sector in the rural areas so as to generate additional incomes for the rural poor.
- (iv) To suggest an appropriate organisational structure for implementation of the strategy.

Forty participants consisting of Secretary-in-charge, Development of Tertiary Sector from States and Union Territories, senior officers of leading commercial banks and central ministries participated in the seminar.

The seminar was inaugurated by Shri S.C. Varma, Secretary, Ministry of Rural Reconstruction, Government of India.

The seminar was directed by Prof. Kamta Prasad and Shri J.N. Upadhyay.

Seminar on Work Motivation (January 5, 1982)

The Institute organised a day's seminar on Work Motivation on January 5, 1982.

The seminar discussed the study on Work Motivation of the middle level executives of Delhi Administration conducted by the Institute. The broad objectives

of the seminar were :

- (i) to highlight the results of the study on Work Motivation;
- (ii) to appreciate the role of motivation in the effective functioning of an organisation; and
- (iii) to seek the solution of the problem of motivation.

Senior and middle level executives of Delhi Administration and eminent behavioural scientists besides the Faculty members of the Institute participated in the seminar.

The seminar was inaugurated by Shri S.L. Khurana, Lt. Governor of Delhi. Dr. B.R. Sharma was the Seminar Director.

Workshop on Job Evaluation (February 8-11, 1982)

The Administrative Reforms Commission in their Report on Personnel Administration as well as the Third Central Pay Commission Report have emphasised the need for scientific analysis and evaluation of jobs in the government. To consider these matters, and various issues relating to job evaluation, the Indian Institute of Public Administration in collaboration with the Department of Personnel and Administrative Reforms (Training Division), Ministry of Home Affairs, Government of India organised a four-day workshop on Job Evaluation from February 8-11, 1982.

The objectives of the workshop were :

- (i) to provide understanding about the job evaluation process;
- (ii) to identify and analyse the problems in the existing system of evaluation of jobs and grading of posts in the government; and
- (iii) to develop solutions and recommendations for improvement.

The workshop comprised of two tiers: Tier-I of the workshop was meant for officers at the level of Deputy Secretary/Director and equivalent positions concerned with personnel functions in the central government/state government and public sector undertakings.

Tier-II of the workshop was intended for Joint Secretaries in the departments dealing with personnel matters officers holding equivalent positions in state governments and public sector undertakings. This tier also included the participant of Tier-I.

The key-note address of the workshop was delivered by Shri P.R. Dubhashi, Director, IIPA.

The Committee of Direction for the Workshop on Job Evaluation consisted of :

1. Shri P.R. Dubhashi, Director, Indian Institute of Public Administration;
2. Shri H.M. Mathur, Joint Secretary (Trg.), Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India.
3. Shri N.K. Panda, Joint Secretary, Ministry of Finance, Government of India.
4. Prof. S.P. Verma, Indian Institute of Public Administration.

5. Mr. Ronald A. Packman, ILO Adviser in Job Evaluation, Indian Institute of Public Administration.
6. Dr. R.B. Puri, Indian Institute of Public Administration.

Shri P.R. Dubhashi was the Director of Workshop. Shri N.K. Panda and Shri H.M. Mathur were Associate Directors of the Workshop. Dr. R.B. Puri was the Workshop Coordinator. Mr. Ronald A. Packman, UNDP/ILO Adviser in Job Evaluation was the Resource Person.

Thirty-seven officers from the Central Ministries/Departments and Public Sector Undertakings participated in the workshop.

Seminar on Action Research for Local Interventions (March 15-16, 1982)

The Institute organised a two-day seminar on Action Research for Local Interventions during March 15-16, 1982.

IIPA has been involved in action-research project to strengthen the capability of local level administrative units and personnel to plan and implement development programmes effectively. This project undertaken in collaboration with certain other research institutes was completed in six districts during 1978-81. Several issues concerning interventions for change at micro-level emerged during the course of this work. Most of them dealt directly with the whole concept of action-research and the role of social scientists in bringing about change. They also drew attention to the nagging question whether changes at micro-level could be sustained without concomitant macro-level changes.

Such questions are not new but most pragmatic workers have not very often taken time off to reflect on the wider philosophical or ideological issues. But with the numerous efforts going on, it is necessary to step back and explore a perspective which can improve effectiveness of interventions for change at local level.

In order to reflect systematically on the key issues and major constraints of local level intervention and formulate a perspective on the role of social scientists as action researchers, the IIPA organised the seminar. The seminar focussed attention on different intervention strategies through exchange of experience.

Shri P.R. Dubhashi, Director, IIPA inaugurated the seminar. The seminar was attended by 28 participants.

The concluding address was delivered by Dr. P.C. Joshi of the Institute of Economic Growth, University of Delhi, Delhi.

Prof. Kuldeep Mathur coordinated the seminar.

Seminar on Harnessing Administrative System for National Development (March 29, 1982)

The participants of the Advanced Professional Programme in Public Administration constitute a APPPA Alumni Association. This Association organised a seminar on the theme of 'Harnessing Administrative System for National Development' on March 29, 1982 under the joint auspices of IIPA and the Alumni Association. The seminar was organised on March 29, 1982, the day on which the Indian

Institute of Public Administration was inaugurated by Shri Jawaharlal Nehru in 1954. It was also decided to mark 29th March, the day on which IIPA was founded as Alumni Day every year from 1982 onwards commencing with the seminar.

The seminar dealt with the theme under four areas which had been identified as under :

1. Administration for Agricultural Development
2. Administration for Industrial Development
3. Administration for Infrastructure Development
4. Administration for Education and Social Services

The organising committee of the seminar consisted of :

1. Shri P.R. Dubhashi, Director, IIPA (President)
2. Prof. S.N. Sadasivan
3. Shri N.K. Prasad
4. Shri Brij Bhushan
5. Shri B.B. Mahajan, and
6. Smt. San'a Gopinath

The organising committee co-opted Shri O.P. Gupta as its member.

A number of papers contributed for the seminar were discussed.

(1) Shri K.S. Rajan, Secretary (Technical Development), Government of India, (2) Shri S.P. Mukherji, Secretary, Ministry of Agriculture, Government of India, (3) Shri U.C. Agarwal, Secretary (Infrastructure), Government of India, (4) Shri S.K. Ghosh, Secretary (Communications), Government of India presided over the various sessions. Dr. V.K.V. Rao also addressed the participants in the seminar.

The seminar was inaugurated by Shri S.B. Chavan, Chairman of the IIPA and Union Minister of Planning.

Members of the IIPA Alumni Association and others numbering about 60 participated in the seminar.

Prof. S.N. Sadasivan Coordinated the seminar.

Seminar on Role and Relevance of Public Services in a Democratic Context (March 22-23, 1982)

The seminar on 'Role and Relevance of Public Services in a Democratic Context' was organised by the Institute during March 22-23, 1982.

The purpose of the seminar was to examine a new certain fundamental issues concerning the role and relevance of public services in the context of mixed polity, where administrators along with the members of the political executive took decisions regarding the governance of the country. With this objective, the seminar debated the various issues involved in three different sessions: (a) the limits of political control, (b) the issue of public interest, and (c) the moral dilemma of administra-

tors. The sessions were respectively presided over by Prof. Rashidudeen Khan, M.P., Shri Tarlok Singh, ICS (retd.) and Shri T.N. Chaturvedi, Home Secretary, Government of India.

The seminar was inaugurated by Dr. B. Venkatappiah, Vice-President of the IIPA and Chairman, Executive Committee, Council for Social Development, New Delhi.

Public men, journalists, academicians, civil servants, and IIPA faculty numbering 60 participated in the seminar.

Shri P.R. Dubhashi, Director, IIPA summed up the various reports presented at the valedictory session. Shri L.P. Singh, Formerly Governor of Assam and Nagaland delivered the valedictory address.

Dr. R.B. Jain was the Seminar Coordinator.

National Seminar on Integrated Development of Small and Medium Towns
(March 18-19, 1982)

The two-day national seminar on Integrated Development of Small and Medium Towns, financed by the Union Ministry of Works & Housing and organised by the Centre for Urban Studies of the IIPA was held during March 18-19, 1982.

During the Sixth Plan period, the scheme for integrated development would cover 231 towns each with a population of one lakh and below for which an outlay Rs. 200 crores had been allocated. The funds required for the scheme were being provided on a matching basis by the central government, the state governments and local authorities. The progress of implementing this scheme had been rather slow due to various factors including lack of conceptual integration in project coordination, lack of choice in the project selection, inertness of states to provide matching grants, communication gap between the centre and states in monitoring the programmes, incapacity of certain local bodies to digest even marginal resources and above all, lack of human focus to development.

Considering the importance of this programme, the Centre for Urban Studies of IIPA had organised in July 1981, a small workshop on Integrated Development of Small and Medium Towns. The proceedings of the workshop formed the background paper of this national seminar was released on this occasion by Shri B.M. Mohanty, Deputy Minister in the Ministry of Works and Housing, Government of India.

The objectives of the seminar were :

1. To review the progress and programme administration.
2. To conceptualise integration in project formulation as an 'operational' concept in terms of multiple objectives, multi-sectors and multi-levels for an integrated package area development programme.
3. To explore the mechanics of inter-sectoral integration at the local level.
4. To devise ways and means of integrating social and economic inputs with shelter, infrastructure and services.
5. To revitalise the informal sector of the small and medium towns.

6. To explore possibilities of enhancing and strengthening public relations in the world of solid wastes management and environmental sanitation.
7. To enhance financial and human resources with a view to increase the capability, confidence and awareness in the beneficiary.
8. To evoke community participation to combat the ills of politics of urban development.
9. To create a political culture to facilitate policy administration and decision making.
10. To suggest a suitable model of organisational framework for integrated development.

Shri P.R. Dubhashi, Director, IIPA highlighted in his welcome address some of these issues to be discussed at the seminar. Shri R.K. Wishwakarma, Seminar Director, outlined the major issues and objectives of the seminar taking into account the changing environment on the new concept of economic and social justice.

Shri Mohanty, Deputy Minister, Ministry of Works and Housing, Government of India, inaugurated the seminar.

The seminar discussed the problems of programme administration inter-sectoral integration at the local level, ways and means of integrating social and economic inputs, community participation to combat the ills of politics of urban development, creation of political culture to facilitate policy administration and decision-making and evolution of a suitable model of organisational framework for integrated development.

Forty five participants participated in the seminar.

Shri P.R. Dubhashi, Director, IIPA delivered the concluding address.

Shri R.K. Wishwakarma was the Seminar Director. Shri G. Jha was Co-seminar Director.

B.6. LIBRARY AND REFERENCE SERVICES

During the year, the Library acquired 2,280 volumes. On March 31, 1982, the Library had 136,433 volumes of books, public documents and periodicals. The number of periodicals on the current list at the close of the year stood at 498 (including 45 of CUS). Eleven newspapers were made available in the Library during the year.

For the Centre for Urban Studies, the Library added 171 volumes during the year. The number of volumes of the Centre, at the close of the year stood at 8,226. The Centre's Library received 45 periodicals.

Library facilities were availed of by 2,903 persons including members of IIPA, members of the faculty and staff of the Institute, participants of various courses conducted by the Institute, and the research scholars from academic institutions. During the year 10,323 volumes were loaned out. On inter-library loan transactions, 509 volumes were loaned out and 84 books were borrowed.

engagements. Shri Sudan was elected vice-chairman of the conference.

Dr. S.R. Maheshwari, Professor of Political Science and Public Administration, attended the round table organised by the International Association of Institutes and Schools of Administration from July 12-18, 1981 at Canberra (Australia). He chaired working group on Regionalism and presented a paper on the same theme ; he presented another paper on 'Ethics for Public Official in India' in the panel on Administrative Ethics. He also read a paper on 'Administrative Reforms in India' in the International Conference on Public Administration organised at Sydney on July 20 and 21 by the N.S.W. Institute of Technology. Dr. Maheshwari spent two weeks in the Department of Political Science and the Federal Financial Research Centre, Australian National University, Canberra, in studying Australian Federalism and Public Services. He also participated in a half-an-hour programme of radio interview, answering questions on India.

Dr. Kamta Prasad, Professor of Economics and Rural Development, participated in an international seminar on 'Changes in Relative Prices' organised by the International Economic Association at Athens (Greece) from August 31 to September 5, 1981. He chaired one session of the seminar and was one of the discussants for another. Dr. Prasad also presided over a session in the Annual Conference of the Development Studies Association held at Oxford University from September 10-12, 1981. While in England, he visited the Institute of Development Studies at Sussex and held wide ranging academic discussions, specially in the field of rural development. He also had discussions with the Director, Project Planning Centre for Developing Economics, University of Bradford on matters related to project planning. He also visited London School of Economics and had professional discussions.

Prof. S.K. Goyal attended the 'Vienna Dialogue' International Conference Disarmament and Detente during January 29-February 1, 1982. He also visited the offices of UNIDO at Vienna and UNTACD at Geneva, and Institute of Social Studies, The Hague. From February 12 to 16, 1982, he was the guest of the USSR Academy of Sciences, Moscow, when he delivered lectures and held discussions with a number of Soviet Scholars.

B.8. PERSONNEL MATTERS

Appointment of New Director

On appointment of Shri T.N. Chaturvedi as Secretary to the Government of India, it became necessary to look out for the successor to the post of Director.

The Executive Council of the Institute, in its meeting, held on July 18, 1981 unanimously resolved that Shri P.R. Dubhashi, IAS, then Additional Secretary, Ministry of Agriculture, be appointed as Director of the Institute on deputation initially for a period of three years.

Shri Dubhashi took over as Director of the Institute on September 7, 1981. Shri Dubhashi has been continuously associated with the IIPA since its inception in

various capacities. He was an elected member of the Executive Council for the term 1978-82.

Shri Chaturvedi continued to hold the post of Director, IIPA, till Shri Dubhashi joined.

The Executive Council in its meeting mentioned above paid tributes to Shri T.N. Chaturvedi for valuable services rendered by him to the Institute.

The Council placed on record its appreciation of the contribution which Shri Chaturvedi had made in the tasks of the development of the Institute.

Dr. Ram Prakash, Deputy Adviser, Planning Commission, joined the Institute on deputation as Professor with effect from June 1, 1981.

Dr. Girish K. Misra, Professor of Urban Studies, proceeded on a two-years' deputation on October 31, 1981, to join the Council for Social Development (CSD), New Delhi, as Jt. Director.

Dr. (Mrs.) Nalini Natarajan, joined the Commission for Scheduled Castes and Scheduled Tribes, Government of India, as Director (Research) on June 15, 1981, on deputation for a period of one year.

Dr. K.L. Chawla, Senior Management Analyst, left for Fiji on November 2, 1981, to join Institute of Administration and Social Studies, University of South Pacific, Suva. He would be on deputation for a period of two years.

Shri M. Seetharam, Lecturer, left on October 31, 1981 on one year deputation to join Council for Social Development (CSD) as Senior Research Fellow.

Shri M.K. Balachandran, Reader in Administrative Law, proceeded on deputation for a period of one year to Nigeria on November 1, 1981, to take up his assignment as the Principal Administration Consultant in the Department of Local Government Studies of the Ahmadu Bello University, Zaria, Nigeria.

Dr. A.P. Barnabas, Professor of Sociology & Administration, took over with effect from December 31, 1981, a short-term assignment for 3½ months as Consultant on Evolving Community Participation in Drinking Water Supply in India, Nepal, Bangladesh and Burma.

Shri Raj Nandy, Lecturer, joined National Institute of Urban Affairs, New Delhi, on December 24, 1981 as Reader on deputation for a period of one year.

Prof. S. Venugopal Rao, Professor of Criminal Justice Administration, relinquished charge on March 31, 1982 on the expiry of his contract appointment.

Shri D.D. Malhotra, Reader in Urban Management, proceeded on deputation for a period of one year on December 3, 1981, to join Ahmadu Bello University, Zaria, Nigeria.

Mrs. Shanta Kohli-Chandra, Lecturer has been granted study leave for a period of two years with effect from April 6, 1981 to undertake her study for Ph.D.

Prof. R.B. Jain left the Institute to join the University of Delhi on January 4, 1982.

Prof. M.J.K. Thavaraj, who proceeded on deputation with the Government of Kerala as Vice-Chairman, Planning Board, with effect from September 25, 1980, for a period of two years, rejoined the Institute on the December 14, 1981.

Shri V.J. Chandrasekaran who initially joined the Institute on deputation was

permanently absorbed in the Institute with effect from September 20, 1980.

Shri Brij Bhushan Khare, Registrar, proceeded on March 25, 1982, for participating in a 12-week (March 29, to June 18) programme on 'Management of Higher Education Institutions' in the Department of Administrative Studies for Overseas Visiting Fellows, Victoria University of Manchester (UK).

RESERVATION OF POSTS FOR SCHEDULED CASTES/SCHEDULED TRIBES
OBSERVANCE OF GOVERNMENT OF INDIA ORDER IN RESPECT OF
POSTS UNDER THE CONTROL OF THE IIPA

One of the conditions attached to the grant given to the Institute by the Department of Personnel and Administrative Reforms is that the Institute will make reservations for scheduled castes/scheduled tribes in the posts/services under its control on the lines indicated by the Government of India.

The Institute has accepted and is following the guidelines laid down by the Government of India in this regard.

SENIOR ADMINISTRATIVE STAFF

1. Shri Brij Bhushan, Registrar
2. Shri V. Ramakrishna, Assistant Registrar (Trg.)
3. Shri S.K. Kohli, Assistant Registrar (Admn.)
4. Shri A.S. Nagar, Assistant Registrar (Accounts)
5. Shri B.B. Malhotra, P.S. to Director
6. Shri Hari Satya Paul, Supdt. (Trg.)
7. Shri P.K. Sharma, Supdt. (Admn.)
8. Shri S.K. Katyal, Supdt. (Accounts)
9. Shri U.S. Rawat, Supdt. (Hostel).

B.9. EXTENSION PROGRAMME

Dr. M.S. Swaminathan, Member, Planning Commission, delivered a lecture on 'Strategy of Rural Development for Sixth Plan' on July 7, 1981. Prof. M.V. Mathur, Ex-Vice Chancellor, University of Rajasthan and Honorary Professor Emeritus, National Institute for Educational Planning and Administration, presided.

Prof. G. Ram Reddy, Vice-Chancellor, Osmania University, Hyderabad, delivered a lecture on 'Two Cultures of Indian Administration' on August 20, 1981. Shri T.N. Chaturvedi, Director, IIPA presided.

Swami Ranganathananda of Ramakrishna Math, Hyderabad, delivered a lecture on 'Ethics in Administration' on September 30, 1981, in the IIPA Long-term Advanced Professional Programme in Public Administration.

Prof. V.M. Dandekar, Former Director, Gokhale Institute of Politics and Economics, delivered a talk on 'Motivation in Rural Development' on November 24, 1981. Director P.R. Dubhashi presided.

Dr. Harry J. Friedman, Professor of Political Science, University of Hawaii, U.S.A., delivered a lecture on 'Local Government and Rural Development in Asia' on December 3, 1981. Shri Tarlok Singh, Formerly Member, Planning Commission, presided.

Nobel Laureate and well-known economist - Sir John Hicks delivered a lecture on 'International Regional Development' on January 13, 1982. Lady Ursula Hicks, also a well-known economist, highlighted the need for regional co-operation in developmental programmes.

Prof. M.L. Dantwala, distinguished economist, delivered a lecture on 'Issues in Rural Development' on March 5, 1982. Director P.R. Dubhashi presided. Prof. Kamta Prasad made the opening remarks and Prof. Kuldeep Mathur proposed the vote of thanks.

Prof. John Kenneth Galbraith, internationally well-known veteran economist, addressed a question-answer session on March 8, 1982. The session was preceded by a brief talk in which he discussed the problem of overgrowth of public bureaucracy in developing democracies and problems associated with large organisations. He also spoke about the universal dilemma before public corporations in striking a proper balance between operational autonomy and control to ensure accountability and responsibility.

Director P.R. Dubhashi in his welcome address surveyed briefly the contributions of Prof. Galbraith in the field of economics. Prof. Kamta Prasad proposed a vote of thanks.

B.10. ACADEMIC CONTRIBUTIONS AND OTHER ACTIVITIES OF THE IIPA FACULTY

BOOKS

- | | |
|-------------------|---|
| Barnabas, A.P. | <i>Profile of the Child in India</i> , UNICEF (edited). |
| Maheshwari, S.R. | (a) <i>Open Government in India</i> , Macmillan (India), New Delhi, 1981.
(b) <i>Indian Parliamentary System</i> , Lakshmi Narain Agarwal, Agra, 1981. |
| Mathur, Kuldeep | <i>Bureaucracy and the New Agricultural Strategy</i> , Concept Publishers, Delhi, 1982. |
| Singh, Shekher | Co-editing a series of four volumes for UNICEF on <i>Non-Conventional and Alternative Approaches to Shelter the Urban Poor</i> (First Volume expected to be published by August, 1982). |
| Wishwakarma, R.K. | (a) <i>Urban and Regional Planning Policy in India</i> , Uppal |

Publishing House, New Delhi, 1981.

- (b) *Integrated Development of Small and Medium Towns : Critical Areas and Issues for Policy Options*, Centre for Urban Studies, IIPA, New Delhi, 1982.

PAPERS/ARTICLES

Dubhashi, P.R.

- (a) 'Agricultural Census in India', *Financial Express*, September 12, 1981.
- (b) 'Sick Agro-Industrial Co-operatives: Key to Their Rehabilitation', *Economic Times*, September 19, 1981.
- (c) 'Role and Relevance of Civil Service', *Hindu*, November 17, 1982.
- (d) 'Safeguarding Administrative Action', *Hindu*, January 12, 1982.
- (e) 'Panchayati Raj System—A God that Failed', *Statesman*, February 1, 1982.
- (f) 'Policy Making in Government with special reference to Agriculture and Rural Development', *Management in Government*, Vol. XIII, No. 2, July-September, 1981.
- (g) 'Directive Principles and Socio-Economic Development', *Economic Times*, January 30, 1982.
- (h) 'A Peep into the Philippines', *Caravan*, March 1982.
- (i) 'Establishment Officer', *Indian Journal of Public Administration*, Vol. XXVII, No. 4, Oct.-Dec., 1981.
- (j) 'Cooperation Amongst Cooperatives within a Country', *NCDC Bulletin*, Vol. XVI, April 1982.
- (k) 'Management Information System—An Essential Tool of Plan Implementation' (to be published in *Management in Government*).
- (l) 'Bureaucracy and Elected Executive', *Commemorative Volume* by Karnataka Legislative Assembly.

Datta, A.

- (a) 'Organising Metropolitan Development' (with B. Chakravarty), *Journal of Institute of Public Administration*, Lucknow, Vol. I, No. 1, January-March, 1981.
- (b) Abstract of project report entitled: 'Organisational Framework for Metropolitan Planning and Development', *ICSSR Research Abstracts Quarterly*, Vol. VIII, No. 3.
- (c) 'Local Government System: India' for the International Union of Local Authorities, The Hague (Holland).

- Goyal, S.K.
- (a) 'Social Cost of IMF Loan', *Mainstream*, November 21, 1981, Vol. XX, No. 12.
 - (b) 'MNC's Vs. National Interest', *Mainstream*, December 26, 1981, Vol. XX, No. 17.
 - (c) 'Central Budget: Allocations of Priorities', *Mainstream*, March 6, 1982, Vol. XX, No. 27.
 - (d) 'Relevance of Social Science; Research to Industrial Development in India', *Relevance in Social Sciences - A Colloquium*, Institute of Economic Growth, Vikas Publishing House Ltd.
- Handa, K.L.
- 'Financial Planning and Management of Health Programmes in India', *Health and Population, Perspectives and Issues*, January-March, 1981.
- Ittyerah, Anil C.
- 'Manday Losses, Wages, Profits, and Prices' (co-authored), *Mainstream*, August 15, 1981.
- Jain, R.B.
- 'Legislatures in Development'. Published by Indian Political Science Association, 1981.
- Kabra, K.N.
- (a) 'Reservations: Sharing the Crumbs', *Patriot*, May 12, 1981.
 - (b) 'Foreign Capital: Saga of Concessions', *Patriot*, July 23, 1981.
 - (c) 'Foreign Capital', *Economic Times*.
 - (d) 'Crumb Foreign Policy', *Patriot*, July 24, 1981.
 - (e) 'Loss of Working Days, Wages, Prices and Profits', *Mainstream*, August 15, 1981 (co-author).
 - (f) 'What Price Borrowing', *Patriot*, September 7, 1981.
 - (g) 'IMF's Real Face', *Patriot*, September 23, 1981.
 - (h) 'Sixth Plan: Its Direction', *Patriot*, October 10, 1981.
 - (i) 'Growth Versus Social Justice', *Patriot*, October 22, 1981.
 - (j) 'The Concept of Self-Reliance in India's Plans and Policies', *Man and Development*, September, 1981.
 - (k) 'Mass Apathy to Planning', *Patriot*, October 29, 1981.
 - (l) 'IMF Loan: Issues and Non-Issues', *Patriot*, November 13, 1981.
 - (m) 'Fertilising Black Money', *Patriot*, November 25, 1981.
 - (n) 'IMF and Self-Reliance', *Mainstream*, December 13, 1981.
 - (o) 'Crisis of Choice', *Patriot*, December 15, 1981.
 - (p) 'Public Policy Response to Black Economy: An

- Introspection', *Capital*, January 11, 1982.
- (q) 'Plan Cuts: Unplanning the Plan', *Mainstream*, January 16, 1982.
 - (r) 'Whither Indian Economics', *Patriot*, January 25, 1982.
 - (s) 'Industry and Land Reforms', *Mainstream*, February 13, 1982.
 - (t) 'Budget: Neglected Issues', *Patriot*, February 23, 1982.
 - (u) 'Tax Policy Controversies', *Patriot*, February 25, 1982.
 - (v) 'Budget Narrowing Options', *Patriot*, March 4, 1982.
 - (w) 'Return of Market Economy', *Patriot*, March 23, 1982.
 - (x) 'Black Economy and Real Estate: Problems and Policies', *Indian Economic Almanac*, March, 1982.

WORKING PAPERS

- (y) 'Black Economy in India: Problematic and Policies', December, 1981 (mimeo.).
 - (z) 'Marketed Surplus', May, 1981 (mimeo.).
- Maheshwari, S.R.
- (a) 'Political Control Over Executive Department in India', *The Philippines Journal of Public Administration*, Manila, April, 1981.
 - (b) 'Ecology of Public Enterprises in India', *Indian Journal of Public Administration*, October-December, 1981.
 - (c) 'A Study in Decline: Changing Profile of Indian Contribution', *The Statesman*, New Delhi, Calcutta, June 13, 1981.
 - (d) 'India's Educational Extravaganza', *Indian Express*, New Delhi, and 'Other Plans', June 13, 1981.
 - (e) 'Jawaharlal Nehru and Public Administration', *The Hindu*, Madras, December 6, 1981.
 - (f) 'Crime and Punishment: Failures of the Police on Judiciary', *The Statesman*, January 23, 1982.
- Minocha, O.P.
- (a) 'Remunerating Managerial Positions in Public and Private Sectors in India: A Comparative Analysis', *Lok Udyog*, July, 1981.
 - (b) 'Determining Training Needs of Public Enterprises' in R.K. Mishra and Ravi Shankar (ed.), *Management Development and Training in Public Enterprises*.
- Mishra, S.N.
- (a) 'Rural Development in India: Attitudes and Attempts',

- in Hoshier Singh (ed.), *Rural Development in India*, Rachna Prakashan, New Delhi, October, 1981.
- (b) 'Motivation for Rural Development', *Magadh University Journal*, September-December, 1981.
- (c) 'An Evaluation of Rural Development in India', *Quarterly Journal of Local Self-Government*, Bombay, September-December, 1981.
- (d) 'An Appraisal of Asoka Mehta Committee Report', *Gandhi Marg*, New Delhi, January-April, 1981.
- (e) 'Political Process and Decision-making in Municipal Corporation: A Case Study', *Quarterly Journal of Local Self-Government*, Bombay, January-April, 1982.
- Naik, B.M. (a) 'Effective Scheduling and Monitoring the Way to Avoid Slippages in Projects', *Lok Udyog*, Vol. XV, No. 5, August, 1981.
- (b) 'Project Management : Issues Concerning Organizational Systems and Procedures', *Economic Times*, April 5, 1982.
- Nandy, Raj (a) 'Bureaucracy and Work : Old Receipts for New Fare', *The Statesman*, New Delhi, Calcutta, August 22, 1981.
- (b) 'Civil Bureaucracy : Importance of Public Involvement', *The Statesman*, New Delhi, Calcutta, October 21, 1981.
- Prakash, Ram (a) 'Shaping the Obese Organization for Optimal Operation', *Journal of Training and Development*, January-June, 1981.
- Prasad, Kamta (a) 'Rural Development : Integrated Plan and the Banking System', *The Economic Times*, June 20, 1981.
- (b) 'Area Planning Approach to Rural Development and the Problem of Consistency Between National and Local Planning', *Rural Challenge*, International Association of Agricultural Economists, Occasional Papers No. 2, Gower Publishing Co., England, 1981.
- (c) 'Applicability of New Classical Model of Investment Behaviour to Industrial Corporations in India', *Indian Economic Journal*, Vol. 29, No. 2, October-December, 1981.
- Puri, R.B. 'Personnel Administration in India: Need for Job

Evaluation', February 1982 (circulated in the Workshop on Job Evaluation).

- Sachdeva, R.K. (a) 'Need for Real Value Accounting', *Mainstream*, December 19, 1981.
(b) 'When Inflation Means Robbery', *Mainstream*, January 2, 1982.
(c) 'Scientific Information Systems', *Financial Express*, February 20, 1982.
(d) 'The Public Account Car', *Mainstream*, March 27, 1982.
- Sadasivan, S.N. 'Why the Down Trodden Need Reservation', *The Hindu*, May 12, 1981.
- Sarma, K.S.R.N. 'Property Tax Structure in the Calcutta Municipal Corporation', *Nagarlok*, April-June, 1981, Volume XIII, No. 2.
- Sharma, B.R. 'Work Motivation in Government System', *Delhi Management Review*, Vol. VIII, 1981, No. 2.
- Singh, D.R. (a) 'The Use of Psychotropic Drugs Among College Youth in India: An Appraisal', *Sociological Bulletin*, 29, 2, 171-186, 1980.
(b) 'Youth Unrest : Role of Law Enforcement Agencies', *Indian Police Journal*, XXVII, 2, 1980.
- Singh, Shekhar 'A Land and Water Policy for India' (two parts), *Mainstream*, November 21 and 28, 1981.
- Thyagarajan, M. (a) 'Cost-Control in Public Sector Construction Projects', *The Economic Times*, New Delhi, Bombay, Calcutta, June 27, 1981.
(b) 'Public Sector Projects—Contract Management', *The Economic Times*, New Delhi, Bombay, Calcutta, August 31, 1981.
(c) 'Public Sector Projects—Common Network System', *The Economic Times*, New Delhi, Bombay, Calcutta, September 2, 1981.
(d) 'Public Sector Projects—Changes in Scope of Contracts', *The Economic Times*, New Delhi, Bombay, Calcutta, September 2, 1981.

- (e) 'Implementation of Projects—Desirable Integrated System'.
 - (f) 'Implementation of Projects—Monitoring Integrated Responsibilities'
- (These two articles presented at the National Workshop on 'Project Management' organised by the Bureau of Public Enterprises and published by them as booklets),

Thavaraj, M J.K.

- (a) 'Sixth Plan and the Deepening Economic Crisis', Pamphlet—1981.
- (b) 'Problems of Industrialization in Kerala', *Industria*, 1981.
- (c) 'Technology Policy and Self-Reliance', *Social Scientist*, February, 1982.

Verma, B M.

- (a) 'Strategy for Rural Industrialization' in Hoshiar Singh (ed.), *Rural Development in India*, Department of Public Administration, University of Rajasthan.
- (b) 'Leadership and Rural Development' in Hoshiar Singh (ed.), *Rural Development in India*, Department of Public Administration, University of Rajasthan

Wishwakarma, R.K.

- (a) 'Structural Dynamics of Urban Land Values' in Gopal Bhargava (ed.), *Urban Problems and Policy Perspective*, Abhinav Publication, 1981.
- (b) 'Integrated Development of Small and Medium, Towns : Issues and Objectives', Paper contributed to the National Seminar on Integrated Development of Small and Medium Towns, March 18-19, 1982.

BOOK REVIEWS

Dubhashi, P.R.

- 'Administration in a Mixed Policy' by Jayanta Kumar Ray, *Deccan Herald*, Bangalore.

Datta, A.

- (a) 'Block-level Administration : An Analysis of Salient Dimensions' by M. Shiviah, *et. al.*, *India Quarterly*, April-June, 1981.
- (b) 'NCAER: A Study of the Resources of Municipal Bodies', *Nagarlok*, April-June, 1981.
- (c) 'The Property Tax and Its Administration' by Arthur D. Lynn Jr. (ed.), *Nagarlok*, July-September, 1981.

- Handa, K.L. 'Performance Budgeting for Planned Development', by K.S. Sastry, *Indian Journal of Public Administration*, October-December, 1981.
- Jha, Gangadhar (a) 'State Supervision Over Municipal Administration: A Case Study of Rajasthan', by Hoshiar Singh, *Indian Journal of Public Administration*, Vol. XXVII, No. 2, April-June, 1981.
(b) 'Politics and Leadership in Municipal Government', by S.N. Mishra, *Indian Journal of Public Administration*, Vol. XXVII, No. 4, October-December, 1981.
- Kabra, K.N. (a) 'How Capitalism Works', by Pierre Jalee, *Indian Journal of Public Administration*, January-March, 1981.
(b) 'Some Economic Aspects of the Soviet Constitution', by G. Mishra, *Indian Journal of Public Administration*, April-June, 1981.
(c) 'Life Insurance in India', by R.M. Ray, *Patriot*, February 21, 1982.
- Lakshmiswaramma, M. (a) 'Agricultural Finance: Commercial Banks', by V.C. Rao and Paramjit Malya, *Indian Journal of Public Administration*, October-December, 1981.
(b) 'Rolling Plan: A New Experiment for a Developing Economy', *Indian Journal of Public Administration*, October-December, 1981.
- Minocha, O.P. 'Participative Management in Industry', by Mohammed Mohabbat Khan and Muzzaffar Ahmed, *Indian Journal of Public Administration*, October-December, 1981.
- Mishra, S.N. (a) 'Panchayat Elections in West Bengal: A Framework for Institution Building', by Rao and Sinha, *India Quarterly*, New Delhi, 1981.
(b) 'Small and Marginal Farmers Development Agency', by S.M. Pandey, *Indian Journal of Public Administration*, April, 1981.
(c) 'Democratic Structure and Socialization in India', by K.C. Panchanadikar and J. Panchanadikar, *Indian Journal of Public Administration*, April-June, 1982.
- Prakash, Ram 'Planning Programmes for Early Education of the Handicapped', by Norman E. Ellis and LEF Cross, *Indian Journal of Public Administration*, July-September, 1981.

- Prasad, Kamta
- (a) 'Agricultural Development in Punjab', by D.P. Gupta and K.K. Shangari, *Indian Journal of Agricultural Science*, April, 1981.
 - (b) 'Patterns of Regional Development', by Ajit Kumar Singh, *Indian Journal of Public Administration*, January-March, 1982.
- Rao, Sarala B. (Miss)
- (a) 'Role of Women in Rural Development', by S.P. Jain and V. Krishnamoorthy, *Indian Journal of Public Administration*, October-December, 1981.
 - (b) 'Changing Patterns of Residential Services for Mentally Retarded', by Robert B. Kugar and Wolf Wolfensbenger, *Indian Journal of Public Administration*, July-September, 1981.
- Sadasivan, S.N.
- (a) 'Indian Federation-Legislative Conflicts', by V.D. Sebastian, *Indian Journal of Public Administration*, April-June, 1981.
 - (b) 'Atrocities on Scheduled Castes in Post-Independence India' (August 15, 1947 to August 15, 1979), by M.D. Kamble, *Indian Journal of Public Administration*, April-June, 1981.
 - (c) 'Politics and Modernisation (The Communist, Islamic World and Liberals)', by P.K. Sharma, *Indian Journal of Public Administration*, April-June, 1981.
- Singh, D.R.
- 'Adolescent Thieves' by K.S. Shukla, *Indian Police Journal*, 1981.
- Singh, Shekhar
- 'Rehabilitating America : Toward Independence for Disabled and Elderly People', by Frank Bowe, *Indian Journal of Public Administration*, July-September, 1981.
- Singh, Sujata (Miss)
- (a) 'Assignment-Children: The Disabled Child -A New Approach to Prevention and Rehabilitation', by UNICEF, *Indian Journal of Public Administration*, July-September, 1981.
 - (b) 'Rajasthan Bhils', by N.N. Vyas, R.S. Manu, N.D. Chaudhary (ed.), *Indian Journal of Public Administration*, October-December, 1981.
- Sudan, M.L.
- 'Land and Property Values : An Analysis of Environmental Impact', by R.K. Wishwakarma, *The Administrator*, Vol. XXVI, No. 2, Summer 1981 issue.

SEMINARS/CONFERENCES

Dubhashi, P.R.

- (a) Delivered the key-note address in the 82nd world Marketing Congress held at New Delhi from January 4-6, 1982. The theme of the Congress was 'Marketing Strategy and the Developing World', which was inaugurated by Shri M. Hidayatullah, Vice-President of India.
- (b) Delivered the inaugural address in the All India Socio-Legal Workshop 1982 held at Nagpur from January 7-10. In his key-note address, he spoke on 'The Federal Principle in Indian Policy—The Evaluation of the Four-tier System—Panchayati Raj : Gandhian Promise and Indian Practice'.
- (c) Inaugurated a national seminar on 'Public Cooperation in Government Programmes' on December 29 which was organised by the National Institute of Public Cooperation and Child Development at New Delhi from December 29-31, 1981.
- (d) Delivered the Zakir Hussain Memorial Lecture on 'Administration and Nation-building' (1981-82). The Lecture was presided over by Shri Venkatasubbiah, Minister of State for Home Affairs.

Shri P.R. Dubhashi, Director delivered inaugural address in the following courses ;

- (a) Administrative Leadership and Behaviour (24th)—December 21, 1981.
- (b) Economic Analysis for Public Sector Management (1st)—December 30, 1981.
- (c) Materials Planning (6th Advanced Course)—January 18, 1982.
- (d) Urban Project Appraisal (2nd)—January 19, 1982.
- (e) Report Writing (1st)—January 28, 1982.
- (f) Development through Participation (1st)—February 1, 1982.
- (g) New Dimensions in the Management of Human Resources (6th)—February 15, 1982.
- (h) Organisation and Management (8th)—September 7, 1981.
- (i) Project Implementation, Monitoring and Evaluation —

Agriculture (3rd)—November 30, 1981.

(j) Nehru and Administration (Symposium)—November 14, 1981.

(k) Performance Budgeting and Audit (1st)—October 29, 1981.

(l) Introduction to O.R. (11th)—November 16, 1981.

(m) Computers in Management (9th)—November 18, 1981.

Shri P.R. Dubhashi, Director delivered valedictory address in the following courses:

(a) Administrative Leadership and Behaviour (24th)—January 2, 1982.

(b) Solid Wastes Management (5th)—January 16, 1982.

(c) Management by Objectives (2nd)—March 12, 1982.

(d) Institutional Finance for Rural Development Programme (Seminar) for Northern Regions—November 13, 1981.

(e) Project Management (3rd Advanced Course)—November 13, 1981.

(f) Personnel Management (4th)—November 13, 1981.

Shri P.R. Dubhashi, Director delivered lectures in the following courses:

(a) Criminal Justice Administration (2nd)—December 1, 1981.

(b) Administrative Leadership and Behaviour (24th)—2 lectures on 23rd and 28th December, 1981.

(c) Development through Participation (1st)—February 9, 1982.

(d) New Dimensions in the Management of Human Resources (6th)—February 19, 1982.

(e) Development of Tertiary Sector in Rural Areas (National Seminar)—December 4, 1981.

(f) Project Management (3rd Advanced Course) - November 13, 1981.

(g) Management Concepts and Practices for Officers of the Gujarat State Administrative Service at Ahmedabad—December 8, 1981.

Barnabas, A.P.

'Grants-in-aid of Voluntary Organisations', National Institute of Public Cooperation and Child Development, New Delhi, October, 1981.

Datta, A.

(a) Seminar on 'Municipal Finances in India' at the National Institute of Public Finance and Policy, New Delhi, June 29, 1981.

- (b) Seminar on 'Property Tax Administration in Rajasthan', Rajasthan Institute of Local Government, Jaipur, October 17, 1981.
 - (c) Seminar on 'Administration for Metropolitan Calcutta', Centre for Urban Economic Studies, Department of Economics, Calcutta University, Calcutta, February 8, 1982.
 - (d) Seminar on 'Policies for Delhi 2001—Shelter', Delhi Development Authority, February 27, 1982.
- Ganguli, N.C. Seminar on 'Corporate Survival and Growth : A Managerial Challenge, Management' Science Association, Faculty of Management Studies, University of Delhi, January 19-20, 1982.
- Goyal, S.K. Seminar on 'Planning and Self Reliance', organised by All India Peace and Solidarity Organisation, New Delhi, December 7-8, 1981. Presented a paper on 'MNC's of Self-Reliance'.
- Ittyerah, Anil C. AIPSO Seminar on 'Planning and Self-Reliance', Delhi, May, 1981.
- Jain, R.B. (a) India-Canada Workshop on 'Materialism in India and Canada' at Hyderabad, August 21, 1981 to September 5, 1981—Presented a paper on 'Recent Trends on Federalism in India'.
 (b) Indian Political Science Association Conference at Ranchi, October 12-14, 1981.
 (c) Symposium on 'Legislative Role in Development' at the Department of Public Administration, Punjab University, October 24, 1981.
- Kabra, K.N. (a) AIPSO Seminar on 'Planning and Self-Reliance', Delhi, May, 1981—Presented a paper on 'IMF, Loan and Self-Reliance'.
- Lakshmiswaramma, M. (Mrs) (a) Seminar on 'Rural Project Formulation', People's Association for Development, April 3-4, 1981.
 (b) Seminar on 'Central Budget for 1982-83', Management Development Institute, New Delhi, March 6, 1982.
- Maheshwari, S.R. Annual Conference of Indian Political Science Association,

Ranchi, October, 1981.

- Mishra, S.N.
- (a) Attended All India Conference of Political Science, Ranchi, October 1981— Presented a paper on 'Political Communication in India'.
 - (b) Presented a paper on 'Democratic Decentralization and its Impact on Criminal Justice' at the seminar organised by the Institute of Criminology and Forensic Sciences, New Delhi, December 6, 1981.
- Minocha, O.P.
- (a) Seminar on 'Personnel Selection and Appraisal System', Bureau of Public Enterprises, New Delhi, July 18-19, 1981. Presented a paper on 'Appraisal System in Public Enterprises'.
 - (b) International Conference on 'Workers' Self-Management and Participation in Developing Countries', organised by International Centre for Public Enterprises in Developing Countries, Indian Institute of Management, Calcutta and Bureau of Public Enterprises, New Delhi, November 2-4, 1981, New Delhi— Presented a Paper on 'Workers' Participation in Management of Public Enterprises'.
- Naik, B.M.
- (a) Attended Annual Session of Institute of Engineers, February, 1982.
 - (b) National Workshop organised by the Bureau of Public Enterprises, New Delhi, November, 1981— Presented a paper on 'How to use PERT Effectively'. Also served as a resources person in the workshop.
- Nandy, Raj
- Seminar on 'Problems of Coordination for Effective Management', organised by Delhi Police, August, 1981— Presented a paper: 'Getting Things Done: Coordination is the Key Factor'.
- Prakash, Ram
- 12th National Convention of ISTD on 'Trainer and the Training Profession', Madras, December 18-20, 1981. Made a presentation on 'Designing Training of Development System for Government and Public Administration.'
- Prasad, Kamta
- (a) Seminar on 'Development Administration' organised by the District Rural Development Agency, Mahendragarh, Narnaul, January 20-24, 1982. Presented papers on: (i) 'Alternative Approaches of Rural Development',

and (ii) 'Coordination with Planning and Implementation of Rural Development Programme'.

- (b) International Conference on 'Flood Disasters', Indian National Science Academy, New Delhi, December 3-5, 1981—Presented a paper on 'Economic Implications of Flood'.
- (c) International Conference on 'Environmental Education', Indian Environment Congress, New Delhi, December 16-20, 1981.
- (d) Seminar on 'Policy to Control Inflation', Department of Economics, Meerut College, Meerut, November 6-8, 1981.
- (e) National Seminar on 'Training of Rural Development Functionaries', Ministry of Rural Reconstruction, Government of India, New Delhi, November 13, 1981.
- (f) National Seminar on 'Development of Training Infrastructure for Rural Development', Ministry of Rural Reconstruction, Government of India, New Delhi, December 18-19, 1981.
- (g) Attended 64th Annual Conference, Indian Economic Association, Tirupati, December 28-29, 1981.
- (h) Attended 20th Annual Conference, Indian Econometric Society, New Delhi, January 6-8, 1982.
- (i) Seminar on 'Public Distribution System in India', Department of Economics, Bihar University, Muzaffarpur, March 25-27, 1982 Presented a paper on 'Scope and Functioning of Public Distribution System'.

Rao, Sarala B.
(Miss)

- (a) 'Asian Meeting on Childhood Disability', organised by UNICEF, New Delhi, November 2-5, 1981.
- (b) Public Co-operation in Governmental Programmes organised by National Institute of Public Cooperation and Child Development, New Delhi, December 29-31, 1981.

Sachdeva, R K.

- (a) International Symposium on 'Education in Informations', Computer Society of India, Madras, January 20-22, 1982.
- (b) Attended Annual Conference of Computer Society of India, Madras, January 22-25, 1982.

Sadasivan, S.N.

- (a) Seminar on 'Policy Formulation and Implementation', organised by University of Kerala, Trivandrum, on

June 17, 1981.

- (b) 'Role of Audit in Parliamentary Democracy' organised by All India Coordination Committee of Audit Employees Organisation, New Delhi, November 22, 1981.

Singh, D.R.

- (a) Seminar on 'Social Defence Research in India', Kashi Vidyapeeth, Varanasi, August 1-3, 1981—Presented a paper on 'Crime Against Women'.
- (b) Seminar on 'Crime in India—Its Etiology and Control Strategies,' Institute of Social Science, Agra, October 16-18, 1981—Presented a paper on 'Crime Against Scheduled Castes and Scheduled Tribes'.
- (c) Attended XI Annual Conference of Indian Society of Criminology, Department of Psychology, University of Madras, February 12-14, 1982—Presented a paper on 'Crime-Urbanisation Linkage: An Exploration'.
- (d) Seminar on 'Women and the Law', National Council of Educational Research and Training, New Delhi, March 18-20, 1982—Presented a paper on 'Women and the Law'.

Singh, Jaideep

- (a) International Conference on 'Natural Law', Man-made Law and Modern Science', Indian Institute of Natural Law, Srinagar, July 11-12, 1981.
- (b) Seminar on 'India and International Industrial Cooperation', Institute for the Development of International Cooperation, New Delhi, November 19-20, 1981.

Singh, Shekhar

- (a) Seminar on 'Delhi's Environment', India International Centre, New Delhi, November 27, 1981.
- (b) 'Delhi 2001—Infrastructure—Physical and Social,' Delhi Development Authority, New Delhi, December 8, 1981.
- (c) 'Policy for Delhi 2001—Shelters', Delhi Development Authority, New Delhi, February 27, 1982—Presented Joint Report 'Housing for the Urban Poor'.

Sudan, M.L.

- (a) Seminar on 'Rural Project Formulation', People's Action for Development (India), New Delhi, April 3-4, 1981.
- (b) Conference on 'Issues In-service Training', Training Division, Department of Personnel and Administrative Reforms, Government of India, New Delhi,

May 12-14, 1981.

- (c) Seminar on 'Responsive Administration', Jiwaji University, Gwalior, and the MP State Academy of Administration, Bhopal, Morena, February 11-12, 1982.

Thyagarajan, M.

Attended 19th Indian Standards Convention, Indian Standards Institute, New Delhi, Madras, January 17, 1982.

Thavaraj, M.J.K.

- (a) Organised 3 seminars on 'Sixth Plan and Kerala' in Trivandrum, Kottayam and Calicut.
- (b) 3 seminars on 'Central Policies, Affecting, Development of Trivandrum, Erankulam, and Kozhikode'.
- (c) Attended U.N. Centre for Regional Development, Nagoya, Japan, July 21-27, 1981. Presented a paper on 'Local Resource Management for Decentralised Development'.
- (d) Seminar on 'Sixth Five Year Plan and Kerala's Development'—1981,—Presented a paper on 'Constraints on State Plans and Kerala's Development—1981'.

Wishwakarma, R.K.

- (a) Workshop on 'Economic Benefits of Environmental Management-II', Indian Environmental Society, Nainital, September 24-26, 1981—Presented a paper on 'Environmental Structure and Management of Land and Property Values: A Case Study in Impact Analysis'.
- (b) Conference on 'World Environmental Day', Indian Environmental Society, at Social Science Academy, New Delhi, June 5, 1981.

ASSOCIATION WITH COMMITTEES

Dubhashi, P.R.

- (a) Member, Governing Body, National Institute of Bank Management, Bombay.
- (b) Member, Governing Body, Institute of Marketing and Management, New Delhi.
- (c) Member, Indian Institute of Mass Communication Society, New Delhi.
- (d) Member, Standing Committee, Bureau of Police Research and Development, New Delhi.
- (e) Member, General Council, Institute of Applied Manpower Research, New Delhi.

- (f) Member, Committee of Direction for the Consultancy and Promotional Cell of National Cooperative Consumers' Federation of India Ltd., New Delhi.
 - (g) Member, YMCA, Institute of Management Studies, New Delhi.
 - (h) Member, State Training Advisory Committee, HCM State Institute of Public Administration, Jaipur.
 - (i) Member, ISTD, Board of Studies for the Diploma Programme in Training and Development, New Delhi.
 - (j) Member, Expert Group on the Setting up of National Institute of Environmental Management.
- Barnabas, A.P.
- (a) Member, Task Force 'Perspectives for Child Development—2001 Ad'.
 - (b) Member, Board of School of Social Science, Jawaharlal Nehru University, New Delhi.
 - (c) Member, National YMCA Programme and Research Committee.
- Datta, A.
- Member, West Bengal Municipal Finance Commission.
- Goyal, S.K.
- (a) Member, Research Committee (SCOPE).
 - (b) Member, Indian Steering Committee for Indo-Dutch Programme.
 - (c) Member, Editorial Board, National Institute of Sciences, Technology and Development Studies.
- Handa, K.L.
- Member, Working Group on Structural Reorganisation, Railway Reforms Committee.
- Kabra, D.N.
- (a) Member, Coordination Committee for Formulating Programmes for Weaker Sections, Delhi University, Adult Education and Continuing Education Cell.
 - (b) Associate Editor, CRESS DA Transactions, Calcutta.
- Maheshwari, S R.
- (a) Member, Board of Studies, School of International Studies, Jawaharlal Nehru University, New Delhi.
 - (b) Member, Board of Studies in Public Administration, Himachal Pradesh University.
 - (c) Member, Board of Studies in Public Administration, Sambalpur University.
 - (d) Member, Board of Studies in Public Administration, Berhampur University.
 - (e) Member, Executive Committee, Institute of Administra-

tive Studies, Muzaffarpur.

- | | |
|-----------------|---|
| Minocha, O.P. | Member, Committee for Evolving a Code of Conduct of General Efficiency and Discipline in the Central Board of Secondary Education, New Delhi. |
| Mishra, S.N. | Member, Research Committee, Meerut University, Meerut. |
| Naik, B.M. | (a) Member, Management and Productivity Committee EC-9, Indian Standards Institution.
(b) Member, Steering Group Constituted by Bureau of Public Enterprises, Government of India to monitor implementation of the recommendations of the national workshop on Project Management.
(c) Member, Editorial Board of the Journal 'Project Management' of Project Management Association, New Delhi.
(d) Member, Executive Committee, Project Management Association, New Delhi. |
| Prakash, Ram | Member, Special Board of Studies in Business Management, Sambalpur University. |
| Prasad, Kamta | (a) Member, Minimum Wages Advisory Board, Government of India, Ministry of Labour.
(b) Member, Scientific Panel for Agricultural Economies, Statistics and Marketing, Indian Council of Agricultural Research, Government of India.
(c) Member, Board of Technical Education, Government of India, Ministry of Education and Social Welfare.
(d) Member, Panel of Economists, Planning Commission, Government of India.
(e) Member, Economic Advisory Council, Government of Uttar Pradesh. |
| Sadasivan, S.N. | (a) Member, Committee for Selection of Professor of Public Administration, University of Panjab, July 11, 1981.
(b) Member, Board of National Talent Research Interview, September 27, 1981—Visiting Professor 1981-82 (Kerala Law Institute). |

Rao, Sarla B. (Miss)	Member, Indian Association of Training Social Workers.
Sachdeva, R K.	Member, Steering Committee, Computerization of Government Accounts, Government of Gujarat.
Singh, Jaideep	Member, Executive Committee, Society for International Development, Delhi Chapter.
Thyagarajan, M.	<p>(a) Member of Cost Analysis and Cost Estimates Sectional Committee, BDG : 63, Indian Standards Institution, New Delhi.</p> <p>(b) Member of the Guiding Committee for National Building Code, BDC : 64, Indian Standards Institution, New Delhi.</p> <p>(c) Member, Project Management Association.</p> <p>(d) Member, Indian Society for Training and Development, New Delhi.</p>
Thavaraj, M.J.K.	Chairman, High Level Committee and Educational Planning, Kerala - 1981.
Tiwari, R.K.	Member, Academic Council, Jiwaji University, Gwalior.
Wishwakarma, R.K.	Member, Task Force on Identification of Resources for Contribution to Urban Development Fund.

C. FINANCES AND ACCOUNTS

During the year under report, the Institute received a maintenance grant of Rs. 28.46 lakhs (as against Rs. 26 lakhs in the previous year) from the Government of India (Department of Expenditure, Ministry of Finance upto September, 1981 and from the Department of Personnel and Administrative Reforms of the Ministry of Home Affairs thereafter). In addition the Department of Personnel and Administrative Reforms also sanctioned and released a non-recurring grant of Rs. 4 lakhs for House Building Advance to the Employees of the Institute. Grant of Rs. 7.31 lakhs (Rs. 5.41 lakhs for recurring expenditure of the Centre for Urban Studies and Rs. 1.90 lakhs for meeting part of the cost of construction of 3rd floor in the Hostel of the Institute) was received from the Ministry of Works & Housing, Government of India. Grants of Rs. 2.97 lakhs for the Advanced Professional Programme

in Public Administration; Rs. 3.13 lakhs for courses under Management Orientation Programme and Rs. 1.32 lakhs for other special courses were received from the Department of Personnel and Administrative Reforms of the Ministry of Home Affairs.

Various sponsoring departments placed at the disposal of the Institute a sum of Rs. 5.08 lakhs for meeting expenditure on the Study Tour Abroad by the participants of the fifth, sixth and seventh APPPA. A sum of Rs. 1.22 lakhs was received from the ICSSR/Department of Personnel and Administrative Reforms of the Ministry of Home Affairs for disbursement to Fellows. Grants from the sponsoring agencies for Research Studies, Seminars and Conferences amounted to Rs. 7.12 lakhs.

Course fees from various training programmes other than those mentioned above amounted to Rs. 5.23 lakhs (Rs. 2.89 lakhs in respect of programmes sponsored by other agencies and Rs. 2.34 lakhs from those sponsored by the Institute). The receipts from the Institute's own resources including membership-subscriptions, consultancy assignments, sale of publications, etc., were of the order of Rs. 17.48 lakhs.

Thus the total receipts for the year were to the tune of Rs. 33.52 lakhs.

The Expenditure during the year under report, was Rs. 25.52 lakhs on Establishment (including T.A.); Rs. 2.03 lakhs on Library; Rs. 4.12 lakhs on Publications; Rs. 4.76 lakhs on Maintenance of Buildings, rent, rates and taxes, water and electricity charges and upgrading and linking of internal sewer line with the new line of the Municipal Corporation of Delhi; Rs. 3.19 lakhs on office expenses and Rs. 1.83 lakhs on services and supplies and furniture, fixture and office equipment. The expenses on the Centre for Urban Studies amounted to Rs. 5.68 lakhs besides Rs. 0.30 lakhs for Publication of Nagarlok, and that on the Centre for Rural Development Administration to Rs. 3.41 lakhs.

On the training side, the expenditure on Advanced Professional Programme in Public Administration sponsored by the Department of Personnel and Administrative Reforms amounted to Rs. 2.91 lakhs; on Management Development Programme and other Training Programmes Rs. 5.04 lakhs and on Management Orientation Programme to Rs. 2.63 lakhs.

Adding to this, the expenditure on study tour abroad by APPPA participants (Rs. 4.67 lakhs); disbursement of fellowship, etc. (Rs. 1.44 lakhs), expenditure on consultancy assignments (Rs. 1.63 lakhs); expenditure on research projects/seminars, etc. (Rs. 6.01 lakhs); expenditure on district planning cells—DPAP (Rs. 3.94 lakhs); grants to branches (Rs. 0.97 lakhs); advances to employees for house building, conveyance etc. (Rs. 1.21 lakhs) and other minor items including the amount transferred to Building Reserve Fund to meet part cost of construction of 3rd floor on Hostel (Rs. 2 lakhs), the total expenditure of the Institute during the year amounted to Rs. 83.29 lakhs.

Audited Statement of accounts in detail are appended to this report. M/s. Thakur, Vaidyanath Aiyar and Co. audited the accounts of the Institute for the year under report.

D. ACKNOWLEDGEMENTS

We are grateful to Shri M. Hidayatullah, the President of the Institute, Shri S B. Chavan, Chairman of the Institute and Dr. B. Venkatappiah, Chairman, Standing Committee, for their guidance, support and valuable advice in various matters of the Institute. We are beholden to Shri Jagjivan Ram, who was the Chairman of the Institute for seven years for the continued interest taken by him in the activities of the Institute and for providing ready and encouraging support.

We express our gratitude to the Government of India, various ministries and departments who have been supporting the activities of the Institute by giving grants for various activities of the Institute. We are thankful, in particular, to the Ministry of Finance and the Department of Personnel and Administrative Reforms, Ministry of Home Affairs for providing us recurring annual grant-in-aid which forms a major source of the Institute's finances. Our special thanks are due to the Training Division of the Department of Personnel and Administrative Reforms and its officers whose deep and abiding interest in the Institute has been mainly responsible for successfully conducting the training programmes.

We are also indebted to the Advisory Committee of the Institute's Centre for Urban Studies and the Ministry of Works and Housing for their interest and the financial support given for the maintenance of the Institute's Centre for Urban Studies.

Our thanks are due to the Ministry of Rural Reconstruction and the Ford Foundation for providing substantial grant in carrying out the research-cum-action programmes in five drought prone districts of the country. This would not have been possible but for their unstinted support and financial help, we are grateful to them.

The Institute is indebted to various state governments for their support and encouragement to the Institute's research and consultancy programmes.

We also owe a special word of thanks to various public sector undertakings and government agencies for assigning to us training programmes for their officers and consultancy and research projects.

We are extremely grateful to the members of the Institute who are distributed all over the country and have given us generous support and cooperation. The local and regional branches in spite of their difficulties have continued to make good progress. Some of the branches are taking greater interest in organising seminars and public lectures in the field of public administration. The establishment of a local branch of the Institute at Delhi and Dindigul is indicative of the interests the members have been taking in the activities of the Institute.

We greatly appreciate the contribution made by Shri. T.N. Chaturvedi who was the Director of the Institute for two and a half years for providing dynamic leadership.

The contribution of the faculty members in the field of research, training and consultancy, deserve special mention. The progress made by the Institute in various fields could be possible only on account of the hard and dedicated work put in by

the Library and Publication Units and the Administrative and Supporting Staff.

Our thanks are also due to many public men, institutions, organisations, academics and civil servants for the great interest taken by them in various activities of the Institute and gave constructive support during the year.

APPENDIX I

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

EXECUTIVE COUNCIL

President

Shri M. Hidayatullah

Chairman

Shri S.B. Chavan
Union Minister of Planning

Vice-Presidents

Shri S.L. Khurana	Governor of Tamil Nadu, Raj Nivas, Madras.
Prof. M.V. Mathur	Ex-Vice-Chancellor, University of Rajasthan and Hony. Prof. Emeritus, National Institute of Educa- tional Planning and Administration, New Delhi.
Shri B.D. Pande	Governor of West Bengal, Calcutta.
Shri H.M. Patel	Savita Bungalow, Bakrol Road, Vallabh Vidyanagar (Gujarat).
Shri N.D. Tiwari	Union Minister of Industries, Steels and Mines, New Delhi.
Er. B. Venkatappiah	Chairman, Council for Social Development, New Delhi.

Members

Dr. N.H. Atthreya	Governing Director, Modern Management Council, Court Chambers, Bombay.
Shri A.C. Bandopadhyay	Secretary, to the President of India, Rashtrapati Bhavan, New Delhi.
Shri R.S. Bhatt	Chairman, Indian Investment Centre, Bombay.

Prof. M. Bhattacharya	Professor & Head, Department of Political Science, Calcutta University, Calcutta.
Shri M.K. Chaturvedi	Principal Secretary, Government of Madhya Pradesh, Bhopal.
Shri T.N. Chaturvedi	Secretary to the Government of India, Ministry of Home Affairs, New Delhi.
Dr. N R. Deshpande	Aloha 3, Daga Layout, North Ambazari Road, Nagpur.
Prof. Iqbal Narain	Vice-Chancellor, Banaras Hindu University, Varanasi.
Shri B.B. Jindal	Chief Controller of Audit and Accounts, U.P. State Electricity Board, Shakti Bhavan, Lucknow.
Shri V. Karthikeyan	Chairman, State Planning Commission, Madras.
Prof Shanti Kothari	Former M.P., President, Academy of Applied Politics & Administration, New Delhi.
Shri B.C. Mathur	Secretary to the Government of India, Ministry of Supply and Rehabilitation, Nirman Bhavan, New Delhi.
Shri K.P. Medhekar	Inspector General of Police, Maharashtra State, Bombay.
Shri Mohan Mukerji	5-B, 38A, Bhawani Singh Road, Bapu Nagar, Jaipur.
Shri B.S. Ojha	Principal Secretary to Haryana Chief Minister, Chandigarh.
Shri S. Ramanathan	Secretary, Department of Chemical Fertilizers, New Delhi.
Dr. B.D. Sharma	Vice-Chancellor, North Eastern Hill University, Shillong.
Dr. L.M. Singhvi	B-8, South Extension Part II, New Delhi.
Shri M. Subramanian	Additional Secretary, Ministry of Rural Reconstruction, Krishi Bhavan, New Delhi.

Shri V. Subramanian	Minister for Finance and Urban Development, Government of Maharashtra, Bombay.
Prof. Kanti Swarup	Indian Institute of Public Administration, New Delhi.
Prof. M.J.K. Thavaraj	Indian Institute of Public Administration, New Delhi.
Shri M. Thyagarajan	Indian Institute of Public Administration, New Delhi.
Shri R.K. Trivedi	Chief Election Commissioner, Government of India, New Delhi.
Shri M.M.K. Wali	Chief Secretary, Government of Rajasthan, Jaipur.
	<i>Honorary Treasurer</i>
G.C.L. Joneja	E-1/3, Vasant Marg, New Delhi.

Director & Member-Secretary

P.R. Dubhashi

APPENDIX II

ACADEMIC STAFF

(As on 31st March, 1982)

Director

Shri P.R. Dubhashi

Professors

Prof. A.P. Barnabas	Professor of Sociology & Administration
Prof. A. Datta	Professor of Urban Administration & Development & Municipal Finance
Prof. S.K. Goyal	Professor of Economic Administration
Prof. K.N. Kabra	Professor of Economics
Prof. S.R. Maheshwari	Professor of Political Science and Public Administration
Prof. Kuldeep Mathur	Professor of Behavioural Sciences
Prof. G.K. Misra (on deputation)	Professor of Urban Studies
Prof. Kamta Prasad	Professor of Economics and Rural Development
Prof. Ram Prakash	Professor
Prof. S.N. Sadasivan	Professor of Public Administration
Prof. Kanti Swarup	Professor of Operations Research
Prof. M.J.K. Thavaraj	Professor of Financial Administration

Prof. S.P. Verma

Professor of Behavioural Sciences

Shri M. Thyagarajan

Programme Consultant (Project Planning & Control)

Readers

Shri M.K. Balachandran
(on deputation)

Reader in Administrative Law

Dr. K.L. Handa

Reader in Financial Management

Shri D.D. Malhotra
(on deputation)

Reader in Urban Management

Dr. O.P. Minocha

Reader in Public Administration

Dr. S.N. Mishra

Reader in Rural Studies

Dr. R.B. Puri

Reader in Organisational Behaviour and
Interpersonnel Relations

Dr. K.S.R.N. Sarma

Reader in Urban Finance

Shri M.L. Sudan

Reader in Economics

Dr. Jaideep Singh

Reader in Behavioural Science

Dr. R.K. Tiwari

Reader in Public Policies and Rural Studies

Senior Management Analysts

Dr. K.L. Chawla
(on deputation)

Shri B.M. Naik

Shri J.C. Kapur

Shri R.K. Sachdeva

Lecturers

Smt. Shanta Kohli-Chandra
(on study leave)

Shri M.K. Gaur

Shri Anil C. Ittyerah

Smt. M. Lakshmiswaramma

Shri Raj Kumar Nandy
(on deputation)

Shri M.K. Narain

Dr.(Mrs.) Nalini Natarajan
(on deputation)

Miss Sarala B. Rao

Dr. B.R. Sharma

Shri M. Seetharam
(on deputation)

Dr. D.R. Singh

Shri Shekhar Singh

Miss Sujata Singh

Shri J.N. Upadhyay

Dr. B.M. Verma

Shri R.K. Wishwakarma

Management Analyst

Shri V.J. Chandrasekaran

Statistician

Shri N.C. Ganguli

Training Associate/Junior Research Analysis

Shri Rakesh Gupta

Shri Gangadhar Jha

APPENDIX III

FACULTY
(DIVISION-WISE)
As on March 31, 1982

I. Behavioural Studies and Personnel Management Division

1. Dr. S.R. Maheshwari	Professor
2. Shri D.D. Malhotra*	Reader
3. Dr. Kuldeep Mathur	Professor
4. Dr. O.P. Minocha	Reader
5. Shri Raj Kumar Nandy*	Lecturer
6. Dr. R.B. Puri	Reader
7. Dr. S.N. Sadasivan	Professor
8. Dr. Jaideep Singh	Reader
9. Miss Sujata Singh	Lecturer
10. Dr. S.P. Verma	Professor
11. Dr. B.R. Sharma	Lecturer—Coordinator

II. Criminal Justice Administration Division

1. Shri M.K. Balachandran*	Reader
2. Dr. B.R. Sharma	Lecturer
3. Dr. D.R. Singh	Lecturer

III. Financial Management Division

1. Dr. K.L. Chawla*	Senior Management Analyst
2. Shri N.C. Ganguli	Statistician
3. Dr. K.L. Handa	Reader
4. Shri G. Jha	Training Associate/Jr. Research Analyst
5. Smt. M. Lakshmiswaramma	Lecturer
6. Dr. K.S.R.N. Sarma	Reader
7. Dr. M.J.K. Thavaraj	Professor
8. Shri M. Thyagarajan	Consultant

*On deputation.

IV. Management Systems Division

- | | |
|---------------------------------|---------------------------|
| 1. Shri V.J. Chandrasekaran | Management Analyst |
| 2. Shri J.C. Kapur | Senior Management Analyst |
| 3. Shri B.M. Naik | Senior Management Analyst |
| 4. Dr. (Mrs.) Nalini Natarajan* | Lecturer |
| 5. Dr. Ram Prakash | Professor |
| 6. Shri R.K. Sachdeva | Senior Management Analyst |
| 7. Dr. Kanti Swarup | Professor |
| 8. Shri M. Thyagarajan | Consultant—Coordinator |

V. Public Enterprises Division

- | | |
|-----------------------------|--|
| 1. Shri V.J. Chandrasekaran | Management Analyst |
| 2. Dr. K.L. Chawla* | Sr. Management Analyst |
| 3. Shri N.C. Ganguli | Statistician |
| 4. Shri M.K. Gaur | Lecturer |
| 5. Shri Rakesh Gupta | Training Associate/Junior Research Analyst |
| 6. Shri Anil C. Ittyerah | Lecturer |
| 7. Shri J.C. Kapur | Sr. Management Analyst |
| 8. Dr. O.P. Minocha | Reader |
| 9. Shri B.M. Naik | Sr. Management Analyst |
| 10. Shri R.K. Sachdeva | Sr. Management Analyst |
| 11. Shri R.K. Wishwakarma | Lecturer |
| 12. Dr. K.N. Kabra | Professor—Coordinator |

VI. Public Policy and Planning Division

- | | |
|---------------------------|----------------------|
| 1. Shri A. Datta | Professor |
| 2. Dr. S.K. Goyal | Professor |
| 3. Dr. K.N. Kabra | Professor |
| 4. Dr. Kamta Prasad | Professor |
| 5. Dr. Jaideep Singh | Reader |
| 6. Shri Shekhar Singh | Lecturer |
| 7. Shri M.L. Sudan | Reader |
| 8. Dr. R.K. Tiwari | Reader |
| 9. Dr. S.P. Verma | Professor |
| 10. Shri Anil C. Ittyerah | Lecturer—Coordinator |

*On deputation.

VII. Social Welfare Administration and Social Administration Division

- | | |
|------------------------------|-----------------------|
| 1. Smt. Shanta Kohli-Chandra | Lecturer |
| (on study leave) | |
| 2. Dr. S.N. Mishra | Reader |
| 3. Shri M.K. Narain | Lecturer |
| 4. Dr. S.N. Sadasivan | Professor |
| 5. Miss Sarla B. Rao | Lecturer |
| 6. Shri M. Seetharam* | Lecturer |
| 7. Dr. D.R. Singh | Lecturer |
| 8. Shri J.N. Upadhyay | Lecturer |
| 9. Dr. B.M. Verma | Lecturer |
| 10. Dr. A.P. Barnabas | Professor—Coordinator |

VIII. Centre for Rural Development Administration

- | | |
|------------------------------|------------------------|
| 1. Smt. Shanta Kohli-Chandra | Lecturer |
| (on study leave) | |
| 2. Shri M.K. Gaur | Lecturer |
| 3. Smt. M. Lakshmiswaramma | Lecturer |
| 4. Dr. S.R. Maheshwari | Professor |
| 5. Dr. Kuldeep Mathur | Professor |
| 6. Dr. S.N. Mishra | Reader |
| 7. Dr. G.K. Misra* | Professor |
| 8. Miss Sarla B. Rao | Lecturer |
| 9. Shri M. Seetharam* | Lecturer |
| 10. Shri Shekhar Singh | Lecturer |
| 11. Miss Sujata Singh | Lecturer |
| 12. Shri M.L. Sudan | Reader |
| 13. Dr. Kanti Swarup | Professor |
| 14. Dr. R.K. Tiwari | Reader |
| 15. Shri J.N. Upadhyay | Lecturer |
| 16. Dr. B.M. Verma | Lecturer |
| 17. Dr. Kamta Prasad | Professor—Coordination |

IX. Centre for Urban Studies

- | | |
|----------------------------|---|
| 1. Shri M.K. Balachandran* | Reader |
| 2. Shri A. Datta | Professor |
| 3. Shri Rakesh Gupta | Training Associate/Jr. Research Analyst |

*On deputation.

4. Shri G. Jha	Training Associate/Jr. Research Analyst
5. Shri D.D. Malhotra	Reader
6. Dr. G.K. Misra*	Professor
7. Shri Raj Kumar Nandy*	Lecturer
8. Shri M.K. Narain	Lecturer
9. Shri R.K. Wishwakarma	Lecturer
10. Dr. K.S.R.N. Sarma	Reader—Coordinator

*On deputation.

**AUDITORS REPORT TO THE MEMBERS OF
THE INDIAN INSTITUTE OF PUBLIC
ADMINISTRATION, NEW DELHI**

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as on 31st March, 1982 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our Audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view :

- (i) In case of the Balance Sheet, the state of affairs of the Institute as on 31st March, 1982, and
- (ii) In case of the Income and Expenditure Account of the excess of expenditure over income for the year ended on that date.

THAKUR, VAIDYANATH AIYAR & CO.

27th August, 1982

Chartered Accountants

APPENDIX
THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

<i>As at 31st March, 1981</i>		LIABILITIES	
Rs.		Rs.	Rs.
	Funds		
73,20,734	As per Schedule 'A' attached		76,92,148.24
	Grants		
6,64,555	As per Schedule 'B' attached Balance for Utilisation		5,54,524.17
	Deposits		
	Short term loan from United Commercial Bank		2,50,000.00
38,779	Security Deposit Including Deposits from contractors	50,546.49	
	<i>Less: Investment Received as Security</i>	<u>6,000.00</u>	44,546.49
	Liabilities & Provisions		
4,28,367	As per Schedule 'C' attached		9,57,442.60
<u>84,51,935</u>	GRAND TOTAL		<u>94,98,661.50</u>

As per our Report of even date.
Examined and found correct

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

S. B. CHAVAN
Chairman

IV

ADMINISTRATION, NEW DELHI

31st March, 1982

<i>As at 31st March 1981</i>		ASSETS	
Rs.		Rs.	Rs.
	Fixed Assets		
42,40,989	As per Schedule 'D' attached		
	Gross Block at Cost	84,22,825.32	
	Less: Depreciation written off upto date	<u>40,82,191.26</u>	43,40,634.06
	Current Assets, Loans, Advances		
21,57,715	As per Schedule 'E' attached		25,74,392.27
	Investment of Funds		
15,15,150	As per Schedule 'F' attached		17,38,821.64
	Grants/Fees Recoverable		
4,02,826	As per Schedule 'B' attached		3,59,676.00
	Excess of Expenditure over Income		
1,35,255	As per Last Account	1,35,254.63	
	Add: Excess of Expenditure over Income (as per account annexed)	<u>3,49,832.90</u>	4,85,137.53
<u>84,51,935</u>	GRAND TOTAL		<u>94,98,661.50</u>

P. R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

Schedule 'A' : Reserve and Funds as at 31st March, 1982

*As at 31st
March, 1981*

Rs.		Rs.	Rs.
3,05,616	Life Membership Capital Fund		
	As per last Account	3,05,615.75	
	Add: Received during the year	<u>70,755.00</u>	3,76,370.75
49,17,125	Building Fund		
	As per last Account	49,17,125.83	
	Add: Appropriation from Building Reserve Fund during the year	<u>5,929.20</u>	49,23,055.03
5,480	Staff Benevolent Fund		
	As per last Account	5,479.50	
	Add: Received during the year	<u>2,021.99</u>	7,501.49
7,73,450	Gratuity Reserve Fund		
	As per last Account	7,73,449.57	
	Add: Amount provided for during the year		
	For IIPA Staff 51,535.45		
	For CUS Staff <u>5,108.00</u>	56,643.45	
	Add: Interest received/accrued	<u>81,220.68</u>	
		9,11,313.70	
	Less: Paid during the year	<u>31,073.50</u>	8,80,240.20
13,449	Annual School Prize Fund		
	As per last Account	13,448.74	
	Add : Interest received/accrued	<u>1,381.94</u>	
		14,830.68	
	Less : Amount paid as prizes	<u>575.00</u>	14,255.68
4,03,971	Research Revolving Fund		
	As per last Account	4,03,971.53	
	Add: Interest received/accrued	<u>32,891.86</u>	4,36,863.39
64,19,091	Carried Over		66,38,286.54

As at 31st
March, 1981

Rs.		Rs.	Rs.
64,19,091	Brought Forward		66,38,286.54
	Building Reserve Fund		
1,76,204	As per last Account	9,54,316.60	
	Add: Amount received during the year	90,000.00	
		<u>10,44,316.60</u>	
	Less: Expenditure on the Construction of 3rd Floor on the Hostel Building upto 31.3.1982	7,78,112.47	
	Add: Expenditure during the year	5,929.20	
		<u>7,84,041.67</u>	2,60,274.93
	F.F. IV Fund (Interest)		
82,399	As per last Account	82,399.30	
	Add: Interest allowed by the First National City Bank, New York	5,910.04	
		<u>88,309.34</u>	
	Less: Expenditure incurred during the year	4,267.88	
		<u>84,041.46</u>	
	Silver Jubilee Fund		
6,43,040	As per last Account	6,43,039.91	
	Add: Interest received/accrued	60,850.10	
		<u>7,03,890.01</u>	
	Employees' Group Insurance Scheme		5,655.30
<u>73,20,734</u>			<u>76,92,148.24</u>

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

P.R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC

Schedule 'B': Details of Grants Received and

Source	Balance of Un- utilised/Recover- able grant as on 1.4.81	Receipts/ Adjustments during the year
	Rs.	Rs.
Grant from Ministry of Works & Housing, New Delhi		
(i) Centre for Urban Studies	(-)64,688.93	5,41,000.00 (Grant) 1,35,285.52 (Internal receipts)
(ii) To meet part payment of the Construction of 3rd floor on Hostel Building	—	90,000.00
(iii) W/shop on Integrated Development of Small and Medium Towns	—	10,000.00
Grant from ICSSR, New Delhi for :		
(i) Study of Nationalisation in Non-Agricultural Sector of Indian Economy	(-)4,857.43	10,111.00
(ii) Res. Proj.—Crisis in Higher Education and Escalating costs, Rising Aspiration—search for Alternative Admn. Models	—	9,500.00
(iii) Research Study of Election to Delhi Metro- politan Council	828.61	—
(iv) Study of Response to Scarcity Conditions in Maharashtra	2,096.82	—
(v) Preparation of Bibliography for IInd Survey in Public Administration	(-)1,145.88	—
(vi) Research Project—Social Welfare and its Admn. in Indian Setting	4,327.75	—

ADMINISTRATION, NEW DELHI

Expenditure Incurred for the Year Ending 31st March, 1982

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
6,11,596.59	6,21,569.81	—	6,21,569.81	(—)9,973.22
90,000.00	—	90,000.00	90,000.00	—
10,000.00	20,917.50	1,398.55	22,316.05	(—)12,316.05
5,253.57	9,167.12	1—) 347.50	8,819.62	(—)3,566.05
9,500.00	8,110.50	—	8,110.50	1,389.50
828.61	57.20	—	57.20	771.41
2,096.82	2,096.82	—	2,096.82	—
(—) 1,145.88	—	—	—	(—)1,145.88
4,327.75	—	—	—	4,327.75
				(Continued)

<i>Source</i>	<i>Balance of Un- utilised/Recover- able grant as on 1.4.81</i>	<i>Receipts/ Adjustments during the year</i>
	<i>Rs.</i>	<i>Rs.</i>
(vii) Res. Projects—Victims of Crime	—	8,950.00
(viii) Research Project—Establishment of Information System for Foreign Private Capital in India	(—)101.61	90,000.00
(ix) Research Project—Political Dimensions of Multinational Corporations in India	(—)900.00	1,09,000.00
(x) Research Project—Regulatory Administration of Foreign Private Corporate Sector in India	12,959.71	1,00,000.00
(xi) Research Project—Foreign Private Capital in India—1st Phase	(—)2,282.56	—
(xii) Research Project—Foreign Private Capital in India—2nd Phase	(—)17,352.37	—
(xiii) Fellowship to Sh. B.R. Nanda	2,484.07	43,224.00
(xiv) Fellowship to Sh. J.D. Sethi	(—)1,999.60	36,780.00
(xv) Fellowship to Sh. T.K. Mahadevan	5,109.91	—
(xvi) Fellowship to Miss Jyotsna Vasudeva	3,300.00	—
Grant from Municipal Corporation, Delhi for :		
Research Project to Study and Development of South Zone	8,800.68	—
Grant from Ministry of Social Welfare for :		
Research Project—Rationalisation of System of Grant in aid by the Ministry/Central Social Welfare Board	44,696.30	38,839.00

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
8,950.00	—	—	—	8,950.00
89,878.39	1,25,297.76	8,429.89	1,33,727.65	(—)43,829.26
1,08,100.00	30,356.30	2,323.38	32,679.68	75,420.32
1,12,959.71	,07,672.93	(—)3,920.39	1,03,752.54	9,207.17
(—)2,282.56	—	—	—	(—)2,282.56
(—)17,352.37	—	—	—	(—)17,352.37
45,708.07	45,699.95	—	45,699.95	8.12
34,780.40	37,941.78	50.00	37,991.78	(—)3,211.38
5,109.91	5,109.91	—	5,109.91	—
3,300.00	3,300.00	—	3,300.00	—
8,800.68	—	—	—	8,800.68
83,535.50	62,844.52	439.58	63,284.10	20,251.20
				(Continued)

<i>Source</i>	<i>Balance of Un- utilised/Recover- able grant as on 1.4.81</i>	<i>Receipts/ Adjustments during the year</i>
	<i>Rs.</i>	<i>Rs.</i>
Grant from CWPC for Bench-Mark Studies of Social Economic Conditions of People in D.P. Areas of W.B., Haryana and J & K	—	1,00,000.00
Grant from M/Energy for Study of Evolution of Energy Policy in India	—	49,000.00
Grant from Deptt. of Personnel & Administrative Reforms		
(i) Fifth Top Level Seminar on Planning & Implementation Systems	11,882.21	—
(ii) Third Management Development Programme on Development Administration	6,512.62	—
(iii) Executive Development Programme for Development Administration	2,063.45	—
(iv) Executive Development Programme for Deve- lopment Administration for four Fijian Parti- cipants	(—)756.30	—
(v) Second Course for Officers of Integrated Finance of Ministry/Departments	—	18,000.00
(vi) 3rd Course on Project Formulation & Imple- mentation M.P. Elect. Board, Jabalpur	—	25,000.00
(vii) Third Course for Officers of Integrated Finance	—	18,000.00
Grant for 6th MDP for Empanelled Dy. Secretaries	—	24,958.82
Course on Development through Participation	—	—
3rd Course on Project Identification, Formulation & Appraisal with emphasis on power— Reimbursement of Tea/Coffee/Lunch	(—)3,371.35	3,371.35

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
1,00,000.00	5,126.64	1,911.84	7,038.48	92,961.52
49,000.00	3,968.34	1,309.30	5,277.64	43,722.36
11,882.21	647.50	—	647.50	11,234.71
6,512.62	6,512.62	—	6,512.62	—
2,063.45	2,063.45	—	2,063.45	—
(-)756.30	—	—	—	(-)756.30
18,000.00	18,000.00	—	18,000.00	—
25,000.00	25,000.00	—	25,000.00	—
18,000.00	15,394.31	—	15,394.31	2,605.69
24,958.82	24,958.82	—	24,958.82	—
—	3,295.42	—	3,295.42	(-)3,295.42
—	—	—	—	—
(Continued)				

Source	Balance of Un- utilised/Recover- able grant as on 1.4.81	Receipts/ Adjustments during the year
	Rs.	Rs.
3rd Course on Project Formulation & Imple- mentation REC	—	—
Course under Managemert Orientation Pro- gramme (MOP)	(—)2,140.83	2,50,000.00
Course under Management Orientation for expenses during 1982-83	—	34,000.00
3rd Course on Project Implementation, Monitoring and Evaluation— Agriculture	—	30,000.00
Fee from S.P. Institute—Lucknow for Special Course on 'PIME'—Lucknow	(—)24,361.40	24,361.40
Grant for 7th Advanced Professional Programme in Public Administration	(—)18,975.52	2,68,000.00
Grant for Study Tour Abroad by 7th APPPA Participants	(—)44,110.04	7,661.80
Grant for Study Tour Abroad by 6th APPPA Partici- pants	(—)63,775.19	80,000.00
Grant for Study Tour Abroad by 7th APPPA Participants	—	4,20,000.00
Grant for 1st Course on Report Writing	—	13,228.56
Fee for HUDCO for W/shop for Middle and Sr. Level Executives	—	12,000.00
Grant for National Seminar on Dev. of Tertiary Sector in Rural Areas	—	4,620.00

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
—	1,026.81	—	1,026.81	(—)1,026.81
2,47,859.17	2,63,146.04	948.6	2,64,094.30	(—)16,235.13
34,000.00	—	—	—	34,000.00
30,000.00	30,000.00	—	30,000.00	—
—	—	—	—	—
2,49,024.48	2,91,184.75	14,789.80	3,05,974.55	(—)56,950.07
(—) 36,448.24	6,885.05	—	6,885.05	(—)43,333.29
16,224.81	(—) 399.01	—	(—)399.01	16,623.82
4,20,000.00	4,60,792.85	—	4,60,792.85	(—)40,792.85
13,228.56	13,228.56	—	13,228.56	—
12,000.00	12,087.98	—	12,087.98	(—)87.98
4,620.00	4,525.04	100.00	4,625.04	(—)5.04
				(Continued)

<i>Source</i>	<i>Balance of Un-utilised/Recoverable grant as on 1.4.81</i>	<i>Receipts/Adjustments during the year</i>
	Rs.	Rs.
Amount Reimbursable by Bihar State Agricultural Marketing Board	—	—
National W/Shop on Appraisal and Selection of Investment Proposals	—	—
Grant for Spl. Course on Management Concepts and Practices for Officers of Gujarat Govt.	—	28,774.50
Fee for Modern Management for Deptt. of Space & ISRO at Sriharikota	—	20,000.00
Seminar on India's Policy on Environment	—	—
Grant for Special Management Courses for Central Electricity Authority	—	48,000.00
Fellowship under Commonwealth Fund for Technical Co-operation Scheme—London	1,819.37	—
Fellowship under Technical Co-op. Scheme of Colombo Plan for Malaysian Participants	7,282.64	—
Fellowship to Shri Ali Md. Qadam Ali Fayes	—	—
Fellowship to Sh. J.R. Saha under T.C.S. of Colombo Plan	—	42,000.00
Fee from Department of Rural Dev., New Delhi for Seminar on Institutional Finance for Rural Development Programme for Northern Region	3,642.42	—
Fee from Deptt. of Rural Dev., New Delhi for Seminar on Maintenance of Accounts in Spl. Programmes for Rural Development Agencies (DRDA) in N. Region	—	8,000.00

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
—	564.00	—	564.00	(—)564.00
—	1,876.00	—	1,876.00	(—)1,876.00
28,774.50	28,774.50	—	28,774.50	—
20,000.00	37,177.30	2,233.60	39,410.90	(—)19,410.90
—	4,419.07	—	4,419.07	(—)4,419.07
48,000.00	28,941.03	95.65	29,036.68	18,963.32
1,819.37	—	500.00	500.00	1,319.37
7,282.64	—	—	—	7,282.64
—	24,379.23	—	24,379.23	(—)24,379.23
42,000.00	28,094.12	450.00	28,544.12	13,455.88
3,642.42	3,760.17	—	3,760.17	(—)117.75
8,000.00	8,000.00	—	8,000.00	—
				(Continued)

<i>Source</i>	<i>Balance of Un- utilised/Recover- able grant as on 1.4.81</i>	<i>Receipts/ Adjustments during the year</i>
	Rs.	Rs.
Grant from Town and Country Planning Organisation for Res. Proj. Unit Cost of Creating Job for Central Govt. Employees in Delhi	—	30,000.00
Research Project—Rehabilitation of Bonded Labour in 3 Districts of MP, Bihar and Orissa	10,035.80	—
Research Project Evaluation Study of Integrated Trials Dev. Projects	(—)635.47	7,500.10
Research Project—Survey of Construction of Labour in Indian Metropolitan City—Kanpur	(—)4,977.66	
Grant from UNAPDC—G.O.I. Programme on Admi- nistrative Planning and Implementation of Dev. Prog.	—	65,845.59
Fee for Spl. Course for Officers of the Industrial Dev. Corp., Orissa	—	19,409.00
Grant from Director-General Health Services for :		
2nd Course on Prevention of Food Adulteration	(—)4,894.13	2,814.13
3rd Course on Prevention of Food Adulteration	—	—
Grant from Indian Council of Medical Research for Seminar on Family Planning	3,802.43	—
Fee for Research Project on Multi-Level Co-ordina- tion & Dev. Programme and Activities with Spl. focus on Rural Electrification	823.32	—
Study of Administrative Decentralisation in India Nagoya—Japan	—	—
Grant from ILO for Res. Project on Vocational Training Programme for Women in Kerala	16,908.87	36,000.00

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
30,000.00	153.71	1,862.61	2,016.32	27,983.68
10,035.80	18,850.25	(-)63.56	18,786.69	(-)8,750.89
6,864.53	6,961.13	(-)96.60	6,864.53	—
(-)4,977.66	—	—	—	(-)4,977.66
65,845.59	65,845.59	—	65,845.59	—
19,409.60	19,409.60	—	19,409.60	—
(-)2,080.00	(-)2,080.00	—	(-)2,080.00	—
—	2,334.49	—	2,334.49	(-)2,334.49
3,802.43	3,802.43	—	3,802.43	—
823.32	823.32	—	823.32	—
—	1,877.80	—	1,877.80	(-)1,877.80
52,908.87	53,527.59	(-)618.72	52,908.87	—
(Continued)				

<i>Source</i>	<i>Balance of Un- utilised, Recover- able grant as on 1.4.81</i>	<i>Receipts/ Adjustments during the year</i>
	Rs.	Rs.
Scholarship to Sh. M.A. Sulliman	(-)1,947.90	—
Grant from M/s. Agriculture and Irrigation, Deptt. of Rural Reconstruction		
(i) Research Study on Appraisal Implementation and Management DPAP in Pali District and for Annotated Bibliography on DPAP	(-)879.85	—
(ii) District Planning Cell—DPAP Purulia Dist.	21,766.96	30,000.00
(iii) District Planning Cell—DPAP (Five Districts)	57,169.28	—
Grant from Ford Foundation for District Planning Cell—DPAP	3,86,708.09	—
Grant for Proj. on Evaluation-cum-Monitoring of TRYSEM	—	10,000.00
Grant for concurrent Evaluation Study of TRYSEM in Rajasthan	—	10,000 00
Amount received from UNCRD—Japan for Research Project on Institutional Capability for Regional Development	(-)5,870.08	7,814.86
Grant from CIRDAP for Study on Improving Delivery System for Small Farmers in Tamil Nadu	—	42,938.06
Consultancy Assignments		
(i) Study of various aspects of LAC Production, its economic and marketing	(-)73,584.87	73,584.87
(ii) Design of a Management Oriented Accounting CERRI—Pilani	(-)1,260.86	22,322.25
(iii) Kadampari Hydro-electric Project	(-)625.80	—

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
(-)1,947.90	—	—	—	(-)1,947.90
(-)879.85	—	—	—	(-)879.85
51,766.96	70,944.00	—	70,944.00	(-)19,177.04
57,169.28	—	18,000.00	18,000.00	39,169.28
3,86,708.09	3,22,667.92	(-) 19,519.22	3,03,148.70	83,559.39
10,000.00	4,272.05	3,290.50	7,562.55	2,437.45
10,000.00	1,850.28	1,399.00	3,249.28	6,750.72
1,944.78	2,256.23	(-) 311.45	1,944.78	—
42,938.06	12,428.21	104.40	12,532.61	30,405.45
—	—	—	—	—
21,061.39	21,061.39	—	21,061.39	—
(-)625.80	—	—	—	(-) 625.80
(Continued)				

<i>Source</i>	<i>Balance of Un- utilised/Recover- able grant as on 1.4.81</i>	<i>Receipts/ Adjustments during the year</i>
	Rs.	Rs.
(iv) Bihar Industrial Development Corporation—Patna	(-)7,216.65	21,989.70
(v) Directorate of Education (P & S), Govt. of Rajasthan, Bikaner	41,595.50	—
(vi) Finance Department of Govt. of Gujarat	(-)1,517.07	33,211.20
(vii) Kendriya Vidyalaya Sangathan	—	—
(viii) Geological Survey of India	7,938.35	—
(ix) Delegation of Financial Powers to General Managers, Indian Railways	(-)9,692.70	—
(x) Pilot Study—Block Level Plan—Arunachal Pradesh	—	—
(xi) Wadia Institute of Himalayan Studies	—	535.00
(xii) Periyar Vaigai Project—Madurai	—	—
(xiii) Pilot Study—Bargi Irrigation Project	—	—
Courses assigned by State Govt./other Organizations		
(i) Financial Management for executives of Govt. of Gujarat—Ahmedabad	(-)729.06	28,235.00
(ii) Performance Audit for Executives of Govt. of Gujarat, Ahmedabad	(-)11,846.40	11,846.40
(iii) Tribal Development Administration for Govt. of Gujarat—Ahmedabad	(-)26,329.00	26,329.00
TOTAL	2,61,728.65	32,32,041.61

THAKUR, KAIDYA NATH AIYAR & CO.
Chartered Accountants

<i>Total</i>	<i>Actual Payments</i>	<i>Provisions</i>	<i>Total Expenditure/ Adjustments during the year</i>	<i>Balance of unutilised grant as on 31.3.82</i>
Rs.	Rs.	Rs.	Rs.	Rs.
14,773.05	14,962.05	(-) 189.00	14,773.05	—
41,595.50	32,437.63	—	32,437.63	9,157.87
31,694.13	31,694.13	—	31,694.13	—
—	91.00	—	91.00	(-)91.00
7,938.35	7,938.35	—	7,938.35	—
(-)9,692.70	9,165.60	(-)7.50	9,158.10	(-)18,850.80
—	5,666.29	—	5,666.29	(-)5,666.29
535.00	535.00	—	535.00	—
—	3,343.50	—	3,343.50	(-)3,343.50
—	461.50	—	461.50	(-)461.50
27,505.94	27,505.94	—	27,505.94	—
—	—	—	—	—
—	—	—	—	—
<u>34,93,770.26</u>	<u>31,74,359.67</u>	<u>1,24,562.42</u>	<u>32,98,921.00</u>	<u>1,94,848.17</u>

Unutilised balance from grants carried over to
next year

Grants Receivable

Net Balance

Rs. 5,54,524.17

Rs. 3,59,676.00

Rs. 1,94,848.17

P. R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hon'y. Treasurer

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

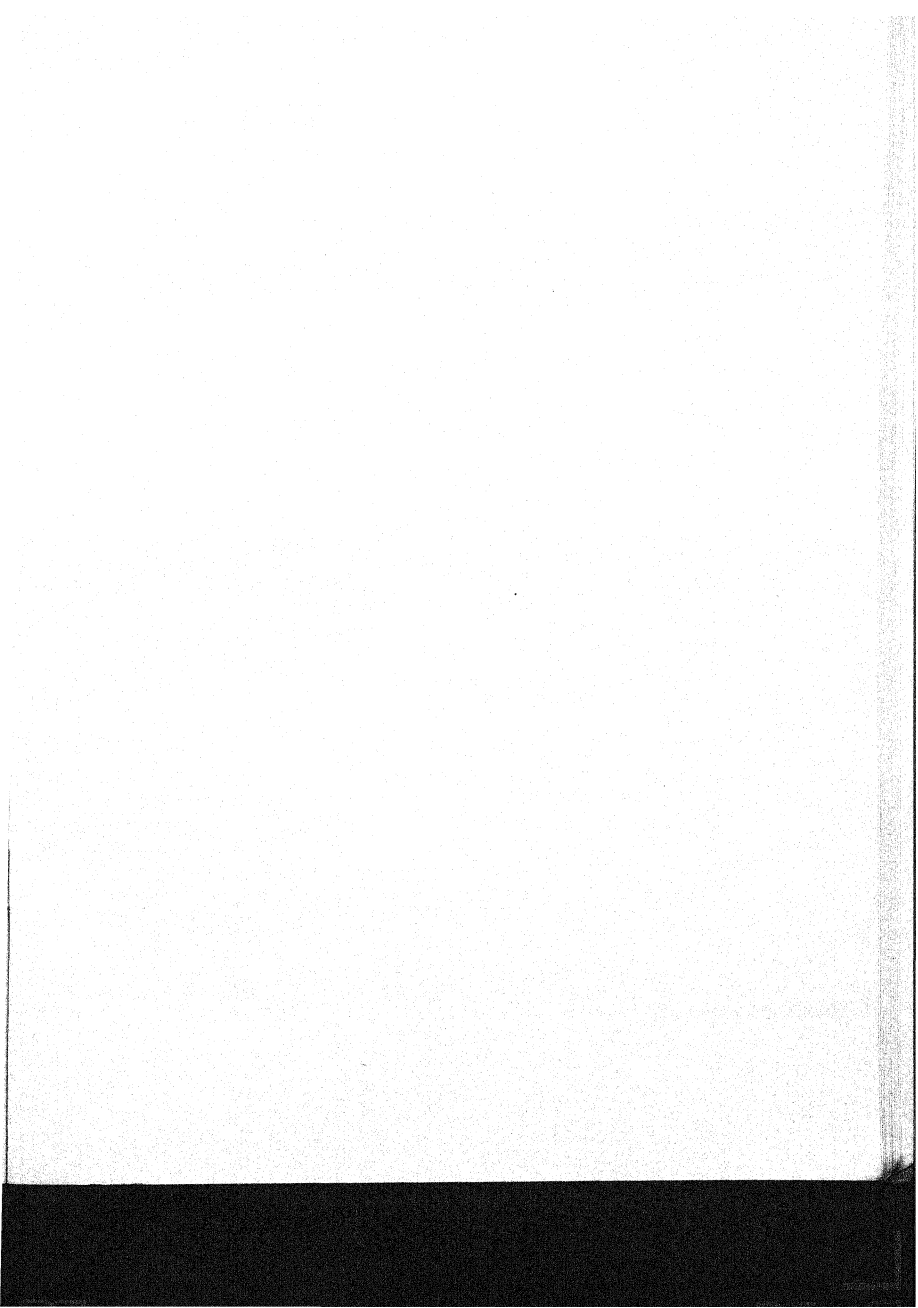
Schedule 'C' : Liabilities and Provisions as at 31st March, 1982

<i>As at 31st March, 1981</i>	PARTICULARS	
Rs.		Rs.
	Unutilised Balance—Grant from the Deptt. of Personnel and Administrative Reforms, Government of India, New Delhi (For House	
1,760	Building Advance)	4,00,000.00
3,62,154	Expenses Payable	4,44,502.74
256	Unpaid Salaries	424.75
10,345	Subscription received in advance (IIPA)	11,733.75
	Payable to Canteen Contractor or recoveries made on his behalf	
33,711	Honorarium payable to Faculty for Consulting Assignments	52,780.62
9,725	Honorarium payable to staff for Consulting Assignments	17,908.46
1,703	Stale Cheques Account	4,511.32
6,950	Suspense Account	25,580.96
1,763		—
<hr/> 4,28,367		<hr/> 9,57,442.60
	TOTAL	

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

P. R. DUBHASHI
Director and Member-Secretary

B. C. MATHUR
for Hony. Treasurer



THE INDIAN INSTITUTE OF PUBLIC

Schedule 'D' : Forming Part of the Balance

Particulars	Cost as on 1.4.1981	Additions/ Adjustment
	Rs.	Rs.
Building	46,20,122.40	96,025.92
Furniture & Fixture including for classrooms	4,68,743.14	2,637.50
Air-Conditioning Equipment & Water Coolers	2,07,836.89	—
Library Books	17,11,020.51	1,01,484.65
Motor Car, Dak Delivery Van and Bicycles	43,805.21	—
Film Projector & Stage Equipment (Auditorium)	1,11,072.79	—
Office Equipment & Training Aids	4,38,566.80	51,625.75
Library Equipment	1,78,396.50	11,521.18
Hostel & Mess Equipment/including Gas Installation	1,58,038.75	—
Centre for Rural Development Administration Equipment, Furniture and Books	1,21,823.98	98,103.35
TOTAL	80,61,426.97	3,61,398.35
Figure for the previous year	78,48,743.89	2,12,683.08

Notes : I. The Assets purchased out of the grants (other than recurring grant from the above schedule since these have been fully charged to the respective grants. of such assets is Rs. 5,58,901.80 (Figure for previous year Rs. 4,57,427.71).

II. Office equipment includes cost of 6 typewriters stolen in September 1974 Court verdict.

III. One Gas Cylinder was stolen in 1979-80. The cost has not been written off

IV. One Jeep received from District Planning Cell, Narnaul at its termination has

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

ADMINISTRATION, NEW DELHI

Sheet as at 31st March, 1982

<i>Total Cost upto 31.3.1982</i>	<i>Depreciation upto 31.3.1982</i>	<i>Written Down value as at 31.3.1982</i>	<i>Written Down Value as at 31.3.1981</i>
Rs.	Rs.	Rs.	Rs.
47,16,148.32	16,25,568.03	30,90,580.29	30,73,800.01
4,71,389.64	2,98,806.81	1,72,573.83	1,83,231.84
2,07,836.89	1,65,076.31	42,760.58	50,306.55
18,12,505.16	13,28,141.23	4,84,363.93	4,68,355.26
43,805.21	28,427.31	15,377.90	19,297.69
1,11,072.79	1,04,614.07	6,458.72	7,598.49
4,90,192.55	3,26,152.18	1,64,040.37	1,38,689.60
1,89,917.68	95,936.41	93,981.27	88,511.76
1,58,038.75	53,937.48	1,04,101.27	1,12,495.10
2,21,927.33	55,531.43	1,66,395.90	98,702.50
<u>84,22,825.32</u>	<u>40,82,191.26</u>	<u>43,40,634.06</u>	<u>42,40,988.79</u>
80,61,426.97	38,20,438.18	42,40,988.79	42,73,616.83

Government of India and Ford Foundation Grant including interest are not in The quantity and value records are, however, being kept separately. The value

written down value of which as on 31st March, 1974 was Rs. 3,837.96 awaiting

pending enquiries by the Police.
yet to be registered in the name of IIPA.

P. R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E' : Current Assets as at 31st March, 1982

As at 31st March, 1981				
Rs.		Rs.	Rs.	Rs.
74,156	Interest accrued on deposits			50,588.97
	Stock at Cost			
	(As taken, valued and certified by the Registrar)			
	Printing Paper		92,126.23	
	Stationery		44,624.62	
1,29,447	Maintenance		23,988.01	1,60,738.86
39,059	Sundry Debtors			33,551.88
19,458	Course Fee & other charges receivable			10,400.00
1,57,541	Grants receivable			2,22,000.00
9,288	Royalty receivable			9,288.44
1,13,548	Rent receivable from Staff Quarters, Hostel & Auditorium			1,36,859.19
	Cash & Bank Balances			
	Cash in Hand	4,497.39		
	Petty Cash			
	Book	665.41	5,162.80	
	Postage Imprest		296.41	5,459.21
	Balances with Scheduled Banks			
	(a) State Bank of India, New Delhi			
	In Current Account		21,295.61	
5,42,497	Carried Over	21,295.61	5,459.21	6,23,427.34

As at 31st
March 1981

Rs.		Rs.	Rs.	Rs.
5,42,497	Brought Forward	21,295.61	5,459.21	6,23,427.34
	In fixed Deposit for Life Member- ship	<u>32,175.00</u>	53,470.61	
	(b) United Commercial Bank			
	In Fixed Deposit for Life Membership Fund	2,80,970.00		
	In Saving Bank A/c	3,164.66		
	In Current Account	<u>10,29,329.17</u>	13,13,463.83	
	(c) First National City Bank, New York			
	In Saving Account	79,331.26		
11,43,759	In Current Account	<u>15,598.02</u>	94,929.28	14,67,322.93
	Loans & Advances			
	Loans			
	To Employees for Purchase of Conveyance	25,525.00		
3,23,870	House Building	<u>3,63,542.00</u>		3,89,067.00
	Advances			
204	Employees Group			—
	Insurance Scheme			13,040.00
12,080	Festival Advance			13,350.81
3,960	For expenses			1,270.50
6,350	For T.A.			3,907.05
3,907	For Legal Expenses			—
1,000	Others			—
88,157	Towards Capital Expenditure			—
<u>21,25,784</u>	Carried Over			<u>25,11,385.63</u>

*As at 31st
March, 1981*

Rs.		Rs.	Rs.	Rs.
21,25,784	Brought Forward			25,11,385.63
9,161	Recoverable in Cash or in kind or for value to be received			13,986.64
	Deposits			
	For Electricity	35,220.00		
	For Telephone (for OYT Scheme)	11,000.00		
22,770	Others	<u>2,800.00</u>		49,020.00
<u>21,57,715</u>	TOTAL			<u>25,74,392.27</u>

THAKUR, VAIDYANATH AIYAR & CO.
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B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'F' : Investment of Funds as at 31st March, 1982

As at 31st
March, 1981

Rs.		Rs.	Rs.
	Gratuity Reserve Fund		
	Fixed Deposit in		
	United Commercial Bank	4,24,800.00	
6,50,550	State Bank of India	<u>3 23,021.64</u>	7,47, 21.64
	Research Revolving Fund		
	Fixed Depos't in		
	United Commercial Bank	2,28,500.00	
3,42,500	State Bank of India	<u>1,14,000.00</u>	3,42,500.00
	Silver Jubilee Fund		
5,10,000	Fixed Deposit in		
	United Commercial Bank		6,30,000.00
	Annual School Prize Fund		
12,100	Fixed Deposit in		
	United Commercial Bank		13,100.00
	Staff Benevolent Fund		
—	Fixed Deposit in		
	United Commercial Bank		5,400.00
<u>15,15,150</u>	TOTAL		<u>17,38,821.64</u>

THAKUR, VAIDYANATH AIYAR & CO.
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P. R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC

Income and Expenditure Account

*Figures for
previous year*

EXPENDITURE

Rs.		Rs.	Rs.
7,89,396	Pay & Allowances—Faculty & Supporting Staff including contribution to CPF		8,78,331.92
1,88,995	Pay & Allowances—Office of Academic Activities including contribution to CP Fund		2,59,284.06
32,840	T.A. to Faculty Members		35,132.20
2,000	Essay Prize		1,500.00
22,086	Research Seminars, Conferences and Group Discussions		85,147.16
	Library		
	Pay & Allowances including contribution to C.P. Fund.	3,18,325.16	
	Newsletters & Periodicals	77,175.25	
3,54,982	Binding Charges	<u>4,906.75</u>	4,00,405.16
	Publications		
	Pay & Allowances including Contribution to C.P. Fund	1,47,589.42	
	Journals and Periodicals	2,15,442.38	
	Other Publications	1,33,601.84	
	Honorarium to Correspondents	5,494.35	
5,29,119	Royalty to Authors	<u>5,189.00</u>	5,07,316.99
2,187	Amount in respect of Sale & Publication of Books & Periodicals written off	—	—
	Promotion of Branches' Activities		
	Share of Membership subscription to Branches	30,650.70	
	Share of Interest on Life Membership Fund	6,583.50	
	Regional Seminar & Conferences	7,000.00	
87,401	Research Subvention to Branches	<u>53,600.00</u>	97,834.20
<u>20,09,006</u>	Carried Over		<u>22,64,951.69</u>

ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1982

Figures for previous year		INCOME	
Rs.		Rs.	Rs.
	Recurring Grant from Government of India, Ministry of Finance (Department of Expenditure) DPAR	28,46,000.00	
25,98,240	Adt: Balance carried for- ward from previous year	<u>1,760.46</u>	28,47,760.46
	Subscription		
	Ordinary Members	73,750.50	
	Associate Members	495.00	
	Corporate Members	40,400.00	
1,02,220	Library Members	<u>721.00</u>	1,15,366.50
25,245	Interest on Life Membership Fund		29,810.20
	Publications		
	Subscription and sale of Journal and Periodicals	40,428.02	
	Sale of other Publications	1,61,244.36	
1,82,734	Royalty on Publications	<u>993.26</u>	2,02,670.64
5,19,025	Receipts/Fees from various Paid Courses (MDP)		3,74,587.03
1,03,742	Receipts/Fees from Consulting Assignments (net)		1,05,243.75
	Rents		
	Hostel	3,96,824.02	
	Rent for Bedding/Furniture, etc.	17,850.35	
	Residential Quarters	44,774.09	
	Auditorium	10,650.1	
4,58,455	Others	<u>2,391.52</u>	4,72,490.39
39,89,661	Carried Over		41,47,928.97

Figures for
previous year

EXPENDITURE

Rs.		Rs.	Rs.
20,09,006	Brought Forward		22,64,951.69
	Maintenance of Building, Hostel and Garden		
	Pay & Allowances—Maintenance Staff including contribution to C.P. Fund	1,70,403.11	
	Pay & Allowances—Hostel Staff including contribution to C.P. Fund	1,16,746.25	
	Repairs and Maintenance	1,52,346.01	
	Water & Electricity Charges (Net)	1,43,496.05	
6,62,876	Rents, Rates and Taxes	72,701.45	
	Hostel General Charges including improvement	24,065.23	6,87,758.10
	Administrative Services		
	Pay & Allowances—Administration including contribution to C.P. Fund	3,55,211.31	
4,50,345	Pay & Allowances—Accounts including contribution to C.P. Fund	1,18,800.69	
	Travelling Allowance—Staff	27,666.30	5,01,678.30
50,000	Contribution to Gratuity Fund		50,000.00
	Office Expenses		
	Printing & Stationary (Net)	1,02,880.02	
	Running charges of Photo		
	Copying Machine	14,494.03	
2,97,927	Postage & Telegram	1,03,447.55	
	Telephone Charges	67,552.19	2,88,373.79
	Service & Supplies		
	Liveries	26,066.21	
	Conveyance Charges	12,756.91	
	Motor Car Expenses	35,273.17	
	Dak Delivery Van Expenses	5,679.46	
	Jeep Expenses	2,457.86	
	Amenties to Staff	1,800.00	
34,70,154	Carried Over	84,033.61	37,92,761.88

Figures for
previous year

INCOME

		Rs.	Rs.
39,89,661	Brought Forward		41,47,928.97
	Miscellaneous Income		
	C.H.S. Recoveries	5,064.25	
	Interest on Short Term Deposits Savings Account	4,838.34	
	Licence fee from Hostel /Mess and Canteen Contractor	8,412.00	
	Licence Fee for Gas Installation at Hostel Mess/Canteen	300.00	
	Interest on Conveyance Advance	614.15	
	Maintenance Charges for Conference Hall	1,205.00	
	Service Charges	29,293.12	
	Miscellaneous Receipts	4,560.83	
	Hostel Lounge/Lawn Charges	930.00	
	Photo Copying Charges	15,647.90	
	Foreign Affiliations Fee	500.00	
64,737	Subsidy from ICSSR for Documentation in Public Administration	6,000.00	77,415.59
1,88,751	Recovery of Overhead Charges from Research Projects/Programmes		1,94,740.29
5,295	Excess of Expenditure over Income		3,49,882.90
42,48,434	Carried Over		47,69,967.75

Figures for
previous year

EXPENDITURE

		Rs.	Rs.
34,70,154	Brought Forward	84,033.61	37,92,761.88
1,13,334	Contingencies & Miscellaneous (including Honorary to Auditors	47,242.90	1,31,276.51
55,812	Meeting T.A.		93,168.58
34,478	Overtime Allowance		39,571.83
13,805	Pay & Allowance Leave Reserve		15,853.52
2,45,311	Depreciations		2,61,753.08
	Centre for Rural Development Administration		
	Pay and Allowances including contri- bution to C.P. Fund	3,25,559.46	
	Printing & Stationery	3,079.48	
	Contingencies & Miscellaneous	660.45	
	T.A. Expenses	4,352.82	
	Car Expenses	6,282.77	
	Telephones Charges	3,850.00	
2,26,535	Subscription to Newsletter & Periodicals	1,909.70	3,45,694.68
89,005	Expenditure incurred on MDP Courses		89,887.67
<u>42,48,434</u>	GRAND TOTAL		<u>47,69,967.75</u>

Note : Figures for the previous year have been regrouped wherever considered necessary to make them comparable with the current year figures.

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

*Figures for
previous year*

INCOME

Rs.

Rs.

42,48,434

Brought Forward

47,69,967.75

42,48,434

GRAND TOTAL

47,69,967.75

P. R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC

Receipts and Payments Account

RECEIPTS			
		Rs.	Rs.
Opening Balances			
Cash in Hand including Petty Cash Imprest		2,975.53	
State Bank of India, New Delhi in Current Account		27,097.88	
United Commercial Bank, New Delhi in Current and Savings Account		7,50,912.71	
First National City Bank, New York :			
In Savings Account	76,647.93		
In Current Account	16,774.90	93,422.83	8,74,408.95
Part 'A'			
(i) Recurring grant from the Government of India, and Internal Receipts (Schedule I)			45,41,799.82
(ii) Non-Recurring grant from Government of India for House Building Advance to Employees (Schedule I)			4,00,000.00
Part 'B'			
Funds, Deposits and Advances (Schedule II)			8,93,667.58
Part 'C'			
Grant for Research Projects, etc. (Schedule III)			33,90,331.88
GRAND TOTAL			1,01,00,208.23

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1982

PAYMENTS

	Rs.	Rs.
Part 'A'		
(i) Expenditure against recurring grant from Government of India and internal Receipts (Schedule I)		48,80,402.32
(ii) Expenditure against non-recurring grant from Government of India for House Building Advance to Employees (Schedule I)		—
Part 'B'		
Payment out of Funds, Deposits and Advances (Schedule II)		6,16,159.62
Part 'C'		
Expenditure against grants for benefits, etc. (Schedule III)		34,49,764.77
Closing Balances		
Cash in Hand including Petty Cash Imprest	5,162.80	
State Bank of India, New Delhi in Current Account	21,295.61	
United Commercial Bank, New Delhi in Current Account and Savings Account	10,32,493.83	
First National City Bank, New York :		
In Savings Account	79,331.26	
In Current Account	15,598.02	
	94,929.28	11,53,881.52
GRAND TOTAL		1,01,00,208.23

P. R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC

SCHEDULE I OF RECEIPTS

Part 'A'—(f) Grant from the Government of India

RECEIPTS	Rs.	Rs.
Grant-in-aid from Government of India Ministry of Finance (Deptt. of Expenditure/D.P. & A.R., M/Home Affairs— Recurring		28,46,000.00
Subscription		
Ordinary Members	73,750.50	
Associate Members	495.00	
Corporate Members	40,400.00	1,14,645.50
Income from Publications		
Subscription to & Sale of Journal & Other Publications		2,08,866.64
Royalties		998.26
Rent From		
Residential Quarters	39,375.81	
Auditorium	10,650.41	
Hostel	3,79,978.99	
Others	4,597.40	4,34,602.61
Miscellaneous Receipts		81,399.76
C.H.S. (Recoveries)		5,064.25
Conveyance Advance (Refund)		10,385.00
Interest on Advance (Refund)		614.15
Festival Advance (Refund)		22,040.00
House Building Advance (Refund)		22,308.00
Receipts on account of Overhead Charges		1,94,740.29
Fee from Various Paid Courses (Net)		1,89,871.46
Fee from Consulting Assign. (Net)		1,48,806.32
Interest of Life Membership Fund		27,457.58
Carried Over		43,07,799.82

ADMINISTRATION, NEW DELHI
AND PAYMENTS ACCOUNT

and Internal Resources

PAYMENTS	Rs.	Rs.
Pay and Allowances		
Pay and Allowances—Faculty	6,17,862.07	
Employer's Subscription to C.P. Fund	34,149.00	
Pay & Allowances Supporting Staff	1,90,561.75	
Employer's Subscription to C.P. Fund	9,179.00	
Pay and Allowances Leave Reserve	14,545.34	
Employer's Subscription to C.P. Fund	691.00	
Pay and Allowances O.A.A.	2,36,381.26	
Employer's Subscription to C.P. Fund	12,023.00	
Pay and Allowances—Library	2,93,561.96	
Employer's Subscription to C.P. Fund	14,277.00	
Pay and Allowances Journal & Publication	1,33,658.22	
Employer's Subscription to C.P. Fund	7,829.00	
Pay and Allowances—Hostel	1,07,962.25	
Employer's Subscription to C.P. Fund	4,602.00	
Pay and Allowances—Maintenance	1,66,628.79	
Employer's Subscription to C.P. Fund	7,569.00	
Pay and Allowances—Administration	3,18,831.26	
Employer's Subscription to C.P. Fund	19,046.00	
Pay and Allowances—Accounts	1,11,024.56	
Employer's Subscription to C.P. Fund	5,234.00	
O.T.A.—IIPA	39,571.92	
Gratuity	50,000.00	23,95,188.38
Carried Over		23,95,188.38

RECEIPTS	Rs.	Rs.
Brought Forward		43,07,799.82
Fee from MDP Courses		
Courses on Genl. Management for the Management Trainees of Hindustan Copper Ltd., Calcutta	1,05,000.00	
Fee for 7th Course on Finance for Non-Finance Executives	9,100.00	
Fee for 9th Course on Financial Mgt. Tech.	1,000.00	
Fee for 5th Workshop on M.I.S.	15,600.00	
Fee for 2nd Advanced Course on Project Mgt.	1,000.00	
Fee for 3rd Advanced Course on Project Mgt.	21,000.00	
Fee for 4th W/Shop on Project Appraisal Social Cost Benefit Analysis	2,700.00	
Fee for 1st Course on Quantitative Methods in Management	12,000.00	
Fee for Economic Analysis for Public Sector Management	15,000.00	
Fee for 9th Course on Computers in Management	33,600.00	
Fee for 5th Advanced Course on Materials Planning	700.00	
Fee for 6th Course on New Dimensions in the Management of Human Resources	7,000.00	
Fee for 6th Advanced Course on Materials Planning	8,400.00	
Fee for 5th Course on New Dimensions in the Management of Human Resources	700.00	
Fee for 4th Seminar on M.I.S.	1,200.00	2,34,000.00
Carried Over		45,41,799.82

PAYMENTS	Rs.	Rs.
Brought Forward		23,95,188.38
Travelling Allowance		
T.A.—Faculty	35,438.70	
T.A.—Institute	27,735.10	
T.A.—Meetings	93,168.58	1,56,342.38
Promotion of Branches Activities		97,243.50
Research, Seminar & Conferences		
Research Seminars, Conferences & Group Discussions	16,043.00	
Research Study on Distt. Councils in Kerala	1,031.10	
Research Project Concurrent Evaluation Training of Rural Youth of Self Employment (TRYSEM)	3,496.87	
Research Study Impact of Government Policy on Socio-Economic Conditions of Scheduled Castes in Rural Area—A Micro Study	2,143.92	
Research Study Nature & Scope of Public Sector in India's Strategy for Dev.	6,023.27	
Seminar on New Economic Order	22.80	
Research Project Land Alienation in Tribal Districts	178.12	
Seminar on Handicapped in the Social Milieu in collaboration with Delhi Sociological Society	52.90	
Research Study on Criminal Justice in Society	10,661.38	
Research Study Employees Satisfaction & Their Motivation to Work	687.59	
Research Study Ecology & Admn. in Kerala	3,665.35	
Research Project Social Evaluation on Public Enterprises & Orgn. Relationship	8,797.36	
Research Study Judicial Policy Formulation in India	3,848.24	
Research Study Social Dev. in Kerala	1,285.10	
Research Study Morale in Police	235.53	
Carried Over	58,172.53	26,48,774.26

RECEIPTS	Rs.	Rs.
Brought Forward		45,41,799.82

Carried Over		45,41,799.82
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PAYMENTS	Rs.	Rs.
Brought Forward	58,172.53	26,48,774.26
Research Study Dynamics of a Strike	133.65	
Research Study Comparative Study on Training Policy	60.50	
Research Study Institutional Services for the Physical Disabled in Delhi	26.40	
Research Project Monitoring Evaluation of Physical Progress : Its Integration with Financial Progress	2,140.40	
Seminar on Work Motivation	2,197.48	
Study on Black Money in India	1,896.10	
Research Project on Administrative Stress	1,361.71	
Seminar on Role & Relevance of Public Services and Democratic Context	16,297.21	
Workshop on Case Study	996.89	
Workshop on Job Evaluation	8,629.93	91,912.80
Library		
Books	1,08,062.92	
Subs. to Newsletter & Periodicals	77,173.25	
Binding Charges	6,628.60	
Equipment	11,521.18	2,03,385.95
Publications		
Publication of Journal	1,96,601.09	
Publication of Newsletter	8,193.40	
Publication of Documentation in Public Admn.	46,426.08	
Publication of other Publications	1,50,024.41	
Hon. to Correspondents	5,494.35	
Royalty to Authors	5,189.00	4,11,928.33
Essay Prize Competition		1,500.00
Carried Over		33,57,501.34

RECEIPTS	Rs.	Rs.
Brought Forward		45,41,799.82

Carried Over		45,41,799.82
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PAYMENTS	Rs.	Rs.
Brought Forward		33,57,501.34
Works		
Repairs and Maintenance	1,46,433.66	
Water & Electricity Charges	1,42,792.65	
Upgrading & linking of internal sewer line with the new line of MCD	90,096.72	
Rent, Rates and Taxes	72,701.45	4,52,024.48
Hostel		
Hostel General Charges	17,491.27	
Hostel Improvement	6,257.56	23,748.83
Furniture, Fixture & Office Equipment		54,263.25
Office Expenses		
Printing and Stationery	1,25,027.84	
Telephone charges	76,245.71	
Postage and Telegrams	1,03,645.80	
Maint. & Running Charges for P/Copying Machine	14,494.03	3,19,413.38
Services and Supplies		
Conveyance Charges	12,820.91	
Motor Car Expenses	35,412.70	
Dak Delivery Van Charges	5,181.51	
Liveries	26,066.21	
Amenities to Staff	1,800.00	
Jeep Expenses	2,385.38	83,666.71
Contingencies & Misc. (Including Hon. to Auditors)		46,546.52
Carried Over		43,37,164.51

RECEIPTS	Rs.	Rs.
Brought Forward		45,41,799.82
Total Receipts		45,41,799.82
Balance brought forward from previous year		1,760.46
Total		45,43,560.28
Excess Expenditure as at 31.3.1982		3,36,842.04

Carried Over

48,80,402.32

PAYMENTS	Rs.	Rs.
Brought Forward		43,37,164.51
Grant of Advance for Purchase of Conveyance		19,940.00
Festival Advance		23,000.00
House Building Advance		77,950.00
Centre for Rural Development Administration		
Pay and Allowances	2,97,688.60	
Employer's Subscription to C.P. Fund	15,646.00	
Library Books	12,513.20	
Printing & Stationery	3,079.48	
Car Expenses	4,442.25	
T.A.	4,352.82	
Telephone Charges	3,901.50	
Library Subscription to Newsletter and Periodicals	1,909.70	
Contingencies & Misc.	640.25	
O.T.A.	9.60	
Staff Car	(-),2,923.13	3,41,260.07
Expenditure of Various MDP Paid Courses		
Third Advance Course on Project Management	6,764.17	
Fourth Seminar on M.I.S.	13.20	
Course on General Management for the Management Trainers of Hindustan Copper Ltd., Calcutta	33,337.62	
Seventh Course on Finance for Non-finance Executives	2,888.38	
First Course on System Management	1,351.28	
Fifth Workshop on M.I.S.	4,140.09	
Fourth Workshop on Project Appraisal (Social Cost Benefit Analysis)	3,745.99	
First Course on Quantitative Methods in Management	3,502.77	
First Course on Economic Analysis for Public Sector Management	7,028.81	
Carried Over	62,772.31	47,99,314.58

RECEIPTS	Rs.	Rs.
Brought Forward		<u>48,80,402.32</u>

TOTAL PART 'A'

48,80,402.32

Part A (ii)

Grant-in-aid from the Department of Personnel
& Administrative Reforms, Ministry of Home
Affairs, Government of India, New Delhi,
(Non-recurring for House Building Advance)

4,00,000.00

1. Certified that against of the grant of Rs. 28,47,160.46 including balance of of India for the year 1981-82 an amount of Rs. 31,84,602.50 paise was utilised ment.
2. It is also certified that the special grant of Rs. 4 lakh received by the Institute next year.

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

PAYMENTS	Rs.	Rs.
Brought Forward	62 772.31	47,99,314.58
Ninth Course on Computer in Management	9,465.24	
Ninth Course on Financial Management Technique	1,394.15	
Sixth Course on New Dimension in the Management of Human Behaviour	3,873.41	
First Course on Ethics and Administration	68.50	
Sixth Advance Course on Materials Planning	2,493.40	
Course on Planning and Rural Development	<u>1,020.73</u>	<u>81,087.74</u>
TOTAL PART 'A'		<u>48,80,402.32</u>

Rs. 1,760.46 brought forward from previous year received from the Government during the year for the purpose for which it was intended, as per the above state-

for House Building Advance to employees was carried over for utilisation during

P.R. DUBHASHI
Director & Member-Secretary

B.C. MATHUR
for Hony. Treasurer

SCHEDULE II OF RECEIPTS

	Rs.	Rs.
Part 'B'		
Subscription to Life Membership Fund	70,755.00	
Staff Benevolent Fund	1,885.99	
Silver Jubilee Fund	57,651.12	
HIPA Employees Group Insurance Scheme	5,859.50	
Advance to Shri J.N. Upadhya	1,000.00	
Advance to Shri K. Chenoy	1,500.00	
Advance to Shri S.C. Joshi	1,459.96	
Advance to Shri S. Wadhawan	1,000.00	
Advance to HIPA Coop. Society	10,000.00	
Library Deposit	4,650.00	
Research Revolving Fund	33,350.00	
Building Reserve Fund	1,90,000.00	
Gratuity Reserve Fund	1,35,611.42	
Annual School Prize Fund	781.94	
Spl. Term Deposit with S.B.I.	71,000.00	
S D. from Contractors	3,390.00	
Stale Cheque A/c	18,631.28	
Mess Charges	19,069.37	
Amount Payable to Faculty	8,183.76	
Amount Payable to Staff	2,808.14	
Short Term loan from Uco Bank	2,50,000.00	
T.A. Advance	5,079.10	8,93,667.58
TOTAL PART 'B'		8,93,667.58

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ADMINISTRATION, NEW DELHI
AND PAYMENTS ACCOUNTS

Deposits and Advances

PAYMENTS	Rs.	Rs.
Part 'B'		
Funds Deposits and Advances		
Earnest money from Contractors	1,550.00	
Fixed Deposit with Uco. Bank	2,62,900.00	
Advance to Shri P.M. Bakshi	5,000.00	
Advance to Shri R.K. Verma	126.24	
Advance to Shri V.J. Chandrasekaran	300.00	
Advance to Shri S.N. Pandita	1,389.50	
Advance to Shri M.G. Chavre	300.00	
Advance to Shri S. Venugopal Rao	6,000.00	
Advance to Shri Raje Singh	135 07	
Advance to Miss Rohini Bhushan	100.00	
Const. of 3rd Floor on Hostel Bldg.	7,179.20	
Unpaid Salaries	311.37	
Suspense A/c	1,762.77	
F.D. with State Bank of India, New Delhi	85,771.64	
Deposit from M/Home Affairs for Books	221.95	
S.D. with M/s Chadha Service Station, New Delhi	2,000.00	
Postage Imprest	91.88	
S.D. with D.E.S.U.	25,000.00	4,00,159.62
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Grant-in-aid receivable from M/Works and Housing for C.U.S. and to meet part payment of Construction of 3rd Floor on Hostel Bldg.		2,16,000.00
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TOTAL PART 'B'		6,16,159.62
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P. R. DUBHASHI
Director and Member-Secretary

B. C. MATHUR
for Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC

SCHEDULE III OF RECEIPTS

Part 'C'—Receipts for Projects, Courses

RECEIPTS	Rs.	Rs.
Part 'C'		
Grant for Seminar on Integrated Development of Small and Medium Towns		10,000.00
Grant from TCPO for Research Project—Unit Cost of Creating of Jobs for Central Government Employees - New Delhi		30,000.00
Grant from M/Works and Housing for C.U.S.		5,41,000.00
2nd Course on Urban Management		10,800.00
2nd Course on Urban Project Appraisal		21,700.00
5th Course on Solid Waste Management		10,500.00
Sale of C.U.S. Publications		65,619.13
Subscription to Nagarlok		8,666.39
Fee for 8th Course on Valuation and Assessment of Property Tax		18,000.00
Fee for 2nd Course on Prevention of Food Adulteration		4,894.13
Grant from M/Works and Housing to meet expenses on Institute's Hostel		1,90,000.00
Grant from DPAR for APPPA		2,96,924.17
Grant from DPAR for MOP Courses		3,12,616.28
Grant from DPAR for 6th MDP for Empanelled Deputy Secretaries		24,958.82
Grant from DPAR for F/Ship to Shri J.R. Saha under TCS of Colombo Plan		42,000.00
Grant for Study Tour Abroad by Vth APPPA Participants		7,661.80
Grant for Study Tour Abroad by VIth APPPA Participants		80,000.00
Grant for Study Tour Abroad by VIth APPPA Participants		4,20,000.00
Fee for Spl. Course for the Officers of the Industrial Dev. Corp. of Orissa at Bhubaneswar		19,409.60
Grant for Res. Proj. Rationalisation of System, of Grant-in-aid in M/Social Welfare and Departments		38,839.00
Fee for Spl. Course on PIME, Lucknow		24,361.40
Fee for UNAPDC GOI, IIPA Prog. on Admn. Plg. and Imp. of Dev. Prg.		65,845.59
Fee for Spl. Course on Integrated Finance Officers (DPAR)		18,000.00
Carried Over		22,61,796.31

ADMINISTRATION, NEW DELHI

AND PAYMENTS ACCOUNTS

and Consulting Assignments, etc.

PAYMENTS	Rs.	Rs.
Part 'C'		
Consulting Assignment—DPSE, Bikaner		32,437.63
Consulting Assignment Bihar State Industrial Development Corporation		14,962.05
Consulting Assignment Railway Board		9,165.60
Consulting Assignment Periyar Vargai, Madurai		3,343.50
Pilot Study—Block level Plan Arunachal Pradesh		5,666.29
Pilot Study Bargi Irrigation Project, Jabalpur		461.50
Con. Assignment, CEERI, Pilani		21,061.39
Con. Assignment Geological Survey of India		7,938.35
Con. Assignment Designing a computerised Fin. Accounting and Control System for Government of Gujarat		31,694.13
Con. Assignment Management Study of the Works of Headquarters Regl. Officers of Kendriya Vidyalaya Sangathan, New Delhi		91.00
Con. Assignment Study of various aspects of LAC Prod. its economy and Prod.		43,562.57
Fellowship to Shri T.K. Mahadevan		5,109.91
Fellowship to Shri J.D. Sethi		37,941.78
Fellowship to Shri B.R. Nanda		45,699.95
Fellowship to Shri Ali Md. Quadam Al. Fais		24,379.23
Fellowship to Shri J.R. Saha		28,094.12
ICSSR F/Ship to Miss Jyotana Vasudeva		3,300.00
Amount reimbursable by Wadia Inst. of Himalayan Geology		535.00
Res. Proj. Vocational Training Prog. for Women in Kerala		53,527.59
Res. Proj. Rationalisation of System of Grant-in-aid in M/Social Welfare		62,844.52
Res. Proj. Rehabilitation of Bonded Labour in M.P., Bihar and Orissa		18,850.25
Res. Proj. Evaluation of Integrated Tribal Dev. Programme		6,961.13
Res. Proj. Capability for Regl. Dev.		2,256.23
Res. Proj. Appraisal of DPAP in Pali District		287.90
Res. Proj. CIRDAP Study on Improving Delivery System for Small farmers in Tamil Nadu		12,428.21
Carried Over		4,72,599.83

RECEIPTS	Rs.	Rs.
Brought Forward		22,61,796.31
Fee for HUDOO W/Shop for Middle and Sr. Level Executives		12,000.00
Fee for Tour Abroad by VI APPPA Participants		399.01
Fee for Consulting Assignment, CEERI—Pilani		22,322.25
Fee for Consulting Assignment Bihar State Industrial Development Corporation		21,989.70
Fee for Consulting Assignment Designing a Computerised Finance Accounting and Control System for Government of Gujarat		33,211.20
(1) Grant from ICSSR for F/Ship to Shri J.D. Sethi		36,780.00
(2) Grant from ICSSR F/Ship to Shri B.R. Nanda		43,224.00
(3) Res. Proj. Regulatory Administration of Private Corporate Sector in India		1,00,000.00
(4) Res. Proj. Political Dimensions of Multinational Corporations		1,09,000.00
(5) Res. Proj. on Concurrent Evaluation Study of TRYSEM in Rajasthan		10,000.00
(6) Res. Proj. Establishment of Data of Information System on the Corporate Sector in India		90,000.00
(7) Res. Proj. Crisis in Higher Education, Escalating Costs and Rising Aspirations—Search for Alternative Administrative Models		9,500.00
(8) Res. Proj. Victims of Crime (A Socio Legal Study of the Role and State of Victims and Crime in Contemporary Indian Society)		8,950.00
(9) Res. Proj. Nationalisation of Non-Agrl. Sector of Indian Economy Since 1947		10,111.00
Grant for Seminar on maintenance of Accounts of Spl. Prog. for Rural Dev. Agencies for N. Region		8,000.00
Fee for Res. Proj. Institutional Capability for Regl. Dev.		7,814.86
Grant for Distt. Plg. Cell—DPAP—Purulia		30,000.00
Fee for Spl. Trg. Prog. on Tribal Dev. Admn. for Executives of G/Gujarat, Ahmedabad		26,329.00
Fee for Spl. Trg. Prog. on Perf. Audit for Govt. of Gujarat, Ahmedabad		11,846.40
Grant for Res. Prog., CIRDAP Study on Improving Delivery System in Tamil Nadu—Comilla		42,938.06
F.F.—IV—Interest		1,642.16
Carried Over		28,97,853.95

PAYMENTS	Rs.	Rs.
Brought Forward		4,72,599.83
ICSSR Research Project on		
—Regulatory Admn. of Private Corporate Sector in India		1,07,672.93
—Political Dimensions on MNCS		30,664.08
—Nationalisation in Non-Agrl. Sector of Indian Economy since 1947		8,297.04
—Establishment of Data of Information System on Corporate Sector in India		1,26,649.54
—Crisis in Higher Education, Escalating Costs and Rising Aspirations—Search for Alternative Administrative Models		8,110.50
—Study of Election to Delhi Metropolitan Council		57.20
—Response of State Govt. its Admn., Orgn. Community and Family to Scarcity Conditions etc., in Maharashtra		2,096.82
—Distt. Planning Cell—DPAP—Purulia		70,944.00
—Centre for Urban Studies		5,68,063.83
Publication of Nagarlok		29,606.40
8th Course on Valuation and Assessment of Property Taxes		6,294.25
2nd Course on Urban Project Appraisal		6,905.82
5th Course on Solid Waste Management		5,029.94
2nd Course on Urban Management		5,669.57
3rd Course on Prevention of Food Adulteration		2,334.49
6th MDP for Empanelled Dy. Secretaries		24,958.82
HUDCO W/Shop for middle and Sr. Level Executives		12,087.98
Res. Project Multi-level Coord. of Dev. Prog. on Activities—REC		823.32
Res. Proj. Evaluation cum-Monitoring of TRYSEM		4,272.05
Res. Proj. Bench Mark Studies on Socio-Eco. Conditions of People in Drought Prone Areas of W. Bengal, Haryana, J. & K.		5,895.58
Res. Proj. Unit Cost of Creating Job for Central Govt. Employees, New Delhi		153.71
Res. Study—Evaluation on Energy Policy in India		3,968.34
Res. Proj. Concurrent Evaluation Study of TRYSEM in Rajasthan		1,850.28
Course on Dev. Through Participation		3,295.42
Carried Over		15,08,301.74

RECEIPTS	Rs.	Rs.
Brou_hl Forward		28,97,853.95
Grant from I.L.O. for Research Project Vocational Trg. Prog. for Women in Kerala.		36,000.00
Grant for Res. Project—Evaluation Study of I.T.D.P.		7,500.00
Grant for 3rd Course on PIME—Agriculture. Grant for National Seminar on Dev. of Tertiary Sector in Rural Areas at IIPA		30,000.00 4,620.00
Amt. reimbursable by Wadia Institute of Hima- layan Geology, Dehradun		535.00
Grant for Bench Mark Studies of Socio-Economic Condition of People in Drought Prone Areas of W.B., Haryana and J & K		1,00,000.00
Grant for Project on Evaluation-Monitoring of TRYSEM		10,000.00
Grant from M/Energy for Study of Evaluation of Energy Policy in India		49,000.00
Fee Spl. Course on Modern Mgt., for Deptt. of Space & ISRO at Sriharikote		20,000.00
Grant for 3rd Course on Proj. Form. & Imp. — Power—for MPEB at Jabalpur		25,000.00
Grant for Spl. Course on Management Concept & Practices for Officers of Govt. of Guj / Ahmed		28,774.50
Grant for Spl. Mgt. Concept Courses(4) for Central Electricity Authority		48,000.00
Fee for Spl. Course on Fin. Mgt. for Govt. of Gujarat at Ahmedabad.		28,235.00
Grant from Deptt. of Personnel & Administrative Reforms for Ist Course on Report Writing		13,228.56
Grant from Deptt. of Personnel & A.R. for 3rd Course on Integrated Finance Officers of the Ministries/Departments		18,000.00
Fee for Consultancy Assignment—Study of LAC Production, its Economy & Marketing		73,584.87
Carried Over		33,90,331.88

PAYMENTS	Rs.	Rs.
Brought Forward		15,03,301.74
3rd Course on Proj. Form & Impl. for Sr. & Middle level Executives of R.E. Projects		1,026.81
Amt. reimbursable by Bihar State Agro-Marketing Board, Patna		564.00
Seminar on Maint. of A/cs in Spl. Prog. for Rural Dev. Agencies (DRDAS/DRDS) for N. Region.		8,000.00
Spl. Trg. Prog. on Perf. Audit for Government of Gujarat		4,976.72
Expenditure on courses under Mang. Orientation Prog.		2,63,146.04
Advanced Prof. Programme in Public Admn. Special Course for Officers of Industrial Dev. Corpn., Orissa		2,91,184.75
Special Course for Integrated Finance Officers (DPAR)		19,409.60
UNAPDC—G.O.I., IIPA Prog. on Admn., Planning & Implementation on Dev. Prog.		18,000.00
3rd Course on PIME—Agriculture		65,845.59
Study Tour Abroad by V APPPA Participants		30,000.00
Study Tour Abroad by VII APPPA Participants		6,885.05
Spl. Trg. Prog. on Tribal Dev. Admn. for Executives of G/Gujarat, Ahmedabad		4,60,792.85
Spl. Course on PIME—Lucknow		17,269.60
5th Top Level Seminar on Plg. & Imp. System		15,292.58
3rd Course on Proj. Form. & Imp. for Sr. and Middle level Executives for M.P., Elect Board at Jabalpur		647.50
Seminar on Dev. of Tertiary Sector in Rural Areas		25,000.00
Seminar on Family Planning		4,525.04
Amount transferred to Building Reserve		3,802.43
Fund for Construction of 3rd Floor on Hostel		
Spl. Course on Financial Mgt. for G/Guj.		1,90,000.00
Distt. Planning Cells—DPAP		27,505.94
Distt. Planning Cells—Mahendergarh		1,31,871.72
Distt. Planning Cells—Ramanathapuram		14,286.90
Distt. Planning Cells—DPAP Inst. of Financial Mgt. & Res., Madras		91,000.00
Distt. Planning Cells—Kurnool		72,930.00
		12,580.00
Carried Over		32,84,844.86

RECEIPTS	Rs.	Rs.
Brought Forward		33,90,331.88

TOTAL PART 'C'

33,90,331.88

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

PAYMENTS	Rs.	Rs.
Brought Forward		32,84,844.86
3rd MDP on Development Administration		6,512.62
EDP for Dev. Admn.		2,063.45
Seminar on Institutional Finance for Rural Development in W. Region.		3,760.17
Study on Adm. Decentralisation in India, Nagoya, Japan		1,877.80
National W/Shop on Appraisal & Selection of Investment Proposals		1,876.00
Spl. Course on Mgt. Concept & Practices for Officers of G.S.A.S. at Ahmedabad		28,774.50
W/Shop on Integrated Dev. of Small & Medium Towns.		20,917.50
Spl. Course on Project Management for Central Electricity Authority		8,600.47
1st Course on Report Writing		13,228.56
2nd Spl. Course on Project Management for Central Electricity Authority		9,285.55
3rd Spl. Course on Project Management for Central Electricity Authority		7,441.04
4th Spl. Course on Project Management for Central Electricity Authority		3,613.97
Seminar on Orientation on India's Policy in Environment		4,419.07
Spl. Course on Modern Mgt. for Deptt. of Space & ISRO at Sriharikota (A.P.)		37,154.90
3rd Spl. Course on Integrated Fin. Officers		15,394.31
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TOTAL PART 'C'		34,49,764.77

P.R. DUBHASHI
Director & Member-Secretary

B. C. MATHUR
for Hony. Treasurer